

# MANAGEMENT ACTION PLAN

## RECOMMENDATIONS



## MANAGEMENT GOAL

### HERITAGE AREA-WIDE INITIATIVES

Following is a list of implementation measures and their specific project actions or policies, organized by the goals and objectives. Every project action or policy is identified by a Roman numeral (I, II, III, IV, V) for the goal and an upper case letter (A, B, C...) for the objective it meets. Some project actions have more than one Roman numeral or letter because the project is considered to meet more than one goal or objective.

#### **I. MANAGEMENT GOAL: ESTABLISH A MANAGEMENT ENTITY TO OVERSEE A COORDINATED APPROACH TO IMPLEMENTING AND SUSTAINING THE MANAGEMENT ACTION PLAN.**

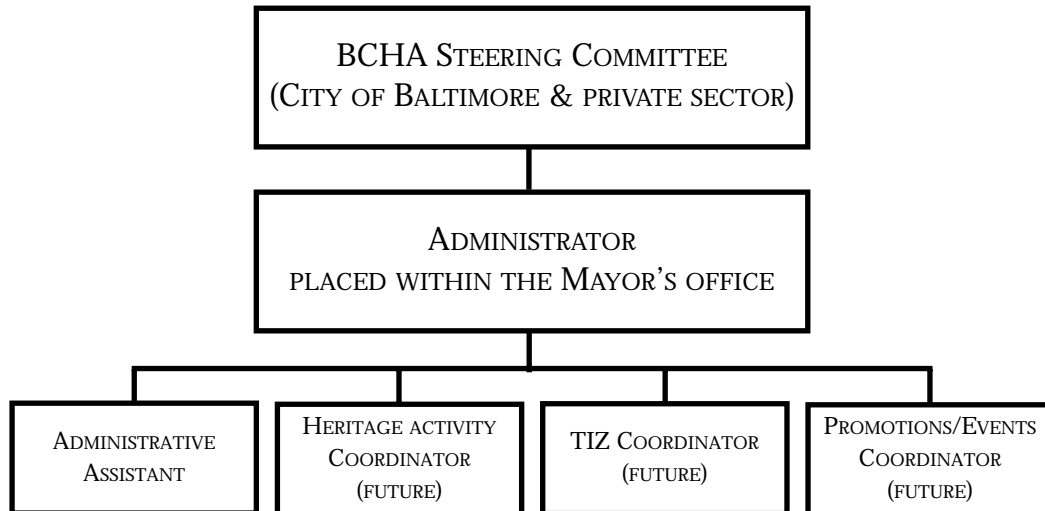
The long-term success of the BCHA hinges on the ability of responsible parties to implement this Management Action Plan. A management entity is needed to oversee the coordination and management that will be involved in implementation. The BCHA Steering Committee, which has been involved in crafting the MAP and understands its issues and objectives, is the ideal group to serve in this capacity initially. Ultimately, the management entity will be composed of a neighborhood representative selected on a revolving basis, permanent representatives from the major public agencies involved in implementation, and representatives from the private sector who will be appointed by the Mayor to serve two-year terms. The management entity will meet on a quarterly basis and is identified as the BCHA Association.

This Management Action Plan centers on establishing partnerships, utilizing existing activities and resources, and providing for opportunities for Baltimore stakeholders that do not create an additional level of bureaucracy. In developing the implementation measures necessary to bring recognition to the Baltimore City Heritage Area, create economic incentives and provide for practical and visible results, many recommendations were made to build upon partnerships and coordination. Staff for the BCHA Association will play a critical role in administering, advocating for, and promoting these partnerships and potential joint ventures.

The BCHA Association will function as advisors to the City and will be supported by several staff members. The staff will be housed

within a division of the Mayor's office. Foremost among the staff will be an Administrator and an Administrative Assistant, who will be hired in the first year to begin the implementation work. The following year, a Heritage Activity Coordinator will be hired to facilitate implementation by the management entity and its various partners. It is anticipated that as activity within the BCHA increases and more of the MAP is implemented, there will be a concurrent increase in demand on staff, which will necessitate the creation of additional positions. In the fourth year, a TIZ Coordinator will be hired to help implement the recommendations for TIZs, and the following year a Promotions/Events Coordinator will be hired to focus on the promotion of the BCHA.

The structure for the BCHA Association is diagrammed in the chart below.



*A. OBJECTIVE: PROVIDE FOR CAPITAL EXPENDITURES.*

**I.A.1 Project Action – BCHA Capital Improvement Program.**

The BCHA Association will review and update the Baltimore City Heritage Area Capital Improvement Program (BCHA CIP) on an annual basis. This will provide a mechanism to review priorities and evaluate funding estimates or sources.

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*B. OBJECTIVE: PROVIDE FOR OPERATING EXPENDITURES, INCLUDING STAFFING.*

### **I.B.1 Project Action – Heritage Area Staff.**

The BCHA Association will begin with a small staff to administer the actions outlined in this Management Action Plan. It is recognized that an expansion of staff may be necessary. Within CHAP's budget is \$15,000 to help launch the operations of the BCHA Association and to serve as a challenge to other potential contributors. The Maryland Heritage Areas Authority intends to establish grants to co-fund operation of a heritage area.

### **I.B.2 Project Action – Operational Expenses.**

Provide for office supplies, travel and related expenses necessary to undertake the administrative functions outlined in the staff job descriptions.

*C. OBJECTIVE: TRACK THE SUCCESS OF PLAN IMPLEMENTATION AND THE ECONOMIC RESULTS OF HERITAGE AREA DESIGNATION*

### **I.C.1 Project Action – Baseline Data.**

Develop baseline data for each of the ten TIZs and for the entire Heritage Area to track the success of private and public investment. Surveys will need to be developed and taken in addition to extracting information from city and state resources that were beyond the scope of this MAP. Cost projection is based upon the ability to produce substantial baseline data within the City of Baltimore resources. If outside technical assistance is necessary, than state funding support may be required.

### **I.C.2 Project Action – Performance Measures.**

Apply TIZ Performance Measures as outlined in the MAP to define and track those actions that have the greatest benefits. These results will be integrated into the annual BCHA CIP updates.

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*D. OBJECTIVE: PROVIDE FOR AN ADVOCACY AND ADMINISTRATIVE ROLE IN THE PROMOTION, PRESERVATION AND ECONOMIC DEVELOPMENT FOR THE BALTIMORE CITY HERITAGE AREA*

**I.D.1 Project Action – Evaluation of Current Heritage Initiatives and Activities.**

One of the first steps that must be undertaken by the Administrative staff of the BCHA Association is to understand more fully the initiatives and activities currently underway. A review of efforts by private organizations and public agencies should be conducted to determine how the BCHA can work with existing personnel, staff and resources to meet the goals and objectives outlined in the MAP.

## PROMOTIONAL GOAL

### **II. PROMOTIONAL GOAL: PROMOTE DISCOVERY OF BALTIMORE CITY'S TOURIST ATTRACTIONS BEYOND THE INNER HARBOR**

*A. OBJECTIVE: ESTABLISH A MARKETING AND PROMOTIONAL PLAN FOR THE BCHA THAT IS TARGETED TO THE HISTORIC AND CULTURAL TRAVELER.*

The readiness of sites, attractions, and services to meet visitor needs and expectations for a quality experience is essential. Development of trained docents, guides and service employees coupled with brochures, videos and exhibits will help in accurately interpreting and creating an authentic heritage experience. Effective communication and educational tools will strengthen the quality and awareness of Baltimore's heritage resources and their thematic linkages. The development of promotional packages, materials and activities will deliver Baltimore City's Heritage Area to diverse yet targeted audiences. If successful, Baltimore will be positioned to capture a larger share of the tourist market, while generating new development opportunities for its neighbors.

A number of sites and groups of attractions are already open to the public and offer quality products and activities that provide a taste of Baltimore's heritage if marketed and packaged correctly. It is important for the BCHA Association, with the Baltimore Area Convention and Visitors Association (BACVA), the Baltimore Office of Promotion (BOP) and the Mayor's Advisory Committee on Art and Culture (MACAC) to reach the historical and cultural traveler. It is recommended that these organizations develop in the first year a strategic marketing plan to guide the marketing efforts of the BCHA. This should be a quick effort to provide a road map from which to focus on drawing visitors to the BCHA.

This management plan provides general information on heritage and cultural travelers to Baltimore. It does not, however, provide the details regarding the Baltimore market that can help increase visitation. Such data could be used to better define the services, packages and marketing audience the BCHA can capture. Meeting the demands of the heritage visitor can only be accomplished with the most up-to-date and relevant information that focuses on Baltimore.

BACVA and BOP try to annually update the visitation statistics

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for the city, but do not specifically pull data on the heritage, cultural and minority traveler niche markets from collected data. Every effort should be made by these organizations to cull collected data for use by the BCHA Association and Heritage Area partners.

Existing and potential visitors, including groups, travel agents, schools, seniors and other heritage and cultural enthusiasts currently do not have a web site from which to get information on the Baltimore City Heritage Area. Many web sites now provide the most convenient way for travelers to access information before traveling. A BCHA web site could showcase historic and cultural attractions and events, lodging options and other visitor services such as parking, trails, and directions.

#### **II.A.1 Project Action – Marketing Plan.**

While other implementation actions direct policy and capital projects toward the preservation, interpretation, economic development and educational opportunities that will provide the experience for the visitor, it is necessary to develop a marketing strategy to promote the Heritage Area. Development of an advertising campaign should create awareness, interest, and subsequent patronage among targeted audiences. In the development of a marketing plan, it is important to:

- Identify and segment potential in-state and out-of-state audiences;
- Identify appropriate media outlets that reach the potential audiences;
- Utilize interpretative themes to create advertising messages;
- Identify opportunities to promote travel in the shoulder seasons;
- Select the types of communication vehicles that will meet the goals of the BCHA Management Action Plan;
- Partner with other individuals and organizations for cooperative advertising campaigns; and,
- Establish performance tracking measures and goals.

The promotion of the BCHA should include developing group tours with tour operators and other representatives from the travel industry. Reaching the heritage tourist may require the creation of new or expanded products to meet the high expectations and demands of this rapidly growing niche market. The first step is to identify receptive operators that have the clientele and can meet the

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potential for growth in their operations. The development of familiarization trips can further attract the travel industry to consider the Heritage Area as a destination. Just as important is the collaboration with the heritage sites, universities, and those knowledgeable about the heritage resources to develop accurate interpretative guides and materials for tour operators.

An important option for the BCHA is to link the Heritage Area with other priority initiatives being promoted by the State Office of Tourism, the National Park Service and others. These include the Star-Spangled Banner Trail and War of 1812, the National Road Scenic Byway, the Underground Railroad and the Civil War. This presents a tremendous opportunity to jointly market the BCHA with these heritage projects that also have sites within the BCHA. It is anticipated that no additional funds will be needed to develop a marketing plan for the BCHA. Staff from the BCHA Association, BACVA, BOP, and MACAC should coordinate and arrange to prepare a five-year strategy for the Heritage Area that can be accomplished collectively.

### **II.A.2 Project Action – Marketing Studies.**

Perform market studies to ascertain baseline information and determine needs and interests of Baltimore visitors and potential visitors. This data should further evaluate, analyze and identify visitor services, heritage sites, tours, and attractions, and the promotional readiness of organizations and facilities. Market studies should include transportation information, such as how people arrive and their transportation preferences while visiting. The BCHA Association should also indicate the opportunities for packaging and identifying resources like local eating establishments, crab houses, traditional markets and other independent activities or unique places such as jazz clubs that provide an authentic Baltimore experience. Project research can be completed through multiple contracts that highlight a particular topic or timeframe. The plan recommends a Heritage Area market study be combined with BACVA's annual or biennial market study to maximize on resources while integrating the heritage market into the larger promotional activities in the city.

### **II.A.3 Project Action – Web Site.**

Develop and maintain an independent, interactive, response-driven web site for the BCHA with links to other web sites at Baltimore-



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based attractions, organizations, and visitor services. Professional expertise should be sought to establish a progressive approach for the web site. A new web site highlighting the BCHA may be incorporated into the Baltimore City or BACVA web site. It is imperative that any web site be updated often and incorporated into or linked with other city and attraction web sites, such as Baltimore ArtsNet, Maryland Office of Tourism Development, National Trust for Historic Preservation and MapQuest. Links should also be made to transportation web sites including the area airports (Baltimore Washington International, Washington Dulles International and the Ronald Reagan Washington National Airports), Maryland Transit Authority (MTA) bus and rail, Maryland Rail Commuter (MARC), Amtrak, and Maryland State Highway Administration.

**II.A.4 Project Action – Promotional Brochure and Publications.**

The BCHA Association will need various resources to inform, solicit, and respond to primary and secondary markets. In addition to a BCHA brochure, it will be important for the BCHA Association staff to identify and distribute other promotional materials from BCHA heritage sites and attractions based upon their readiness and available information.

**II.A.5 Project Action – Annual Heritage Event.**

To firmly establish Baltimore as a destination for heritage and cultural activities and travel, create an annual heritage and cultural signature event. Working with the Baltimore City Office of Promotion (BOP), establish a festival or event that is separate from the current ethnic festivals and focuses on the four interpretative themes for the Heritage Area.

**II.A.6 Project Action – Toll-Free Information Number.**

Secure and establish a toll-free information number for all Heritage Area inquiries resulting from advertising, promotions, and printed material. This may also be developed in coordination with BACVA by creating a separate line for the Heritage Area on the Baltimore City toll-free information line.

**II.A.7 Project Action – Calendar of Events.**

Providing a Heritage Area Calendar of Events that is revised consistently and with accuracy on a seasonal basis can offer the visitor useful

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information and offer businesses and the BCHA Association a venue for comprehensively marketing the BCHA. The recommended calendar will highlight special events as well as regularly scheduled and established events, activities and tours. It also should contain practical information on the Heritage Area such as the location of gateway exhibits and satellite information centers and parking, and a ticket and reservation number or location. It also should be developed as part of the BCHA, BACVA and BOP websites.

*B. OBJECTIVE: CREATE PHYSICAL AND THEMATIC LINKAGES IN ORDER TO PROMOTE ATTRACTIONS BEYOND THE INNER HARBOR.*

A wayfinding system for the Baltimore City Heritage Area needs to be established that integrates existing efforts and is standardized into city design codes. A city often can be intimidating and confusing to travelers who are unfamiliar with the traffic flow, street patterns or distances between destinations. There are several reasons why this project is identified as having a high priority. It is not a new idea but one that has been brought up in the past by the City of Baltimore and a number of groups including BACVA, Downtown Partnership of Baltimore (DPB), Baltimore Development Corporation (BDC), LCF, BOP, MACAC and MVCD. Because the existing citywide signage system is outdated, inaccurate and difficult to read, these diverse groups and agencies throughout Baltimore are eager to see a comprehensive and attractive approach to moving people throughout the Heritage Area. Wayfinding and streetscape improvements also support the Mayor's initiative to beautify the City's gateways.

### **II.B.1 Project Action – Wayfinding Assessment, Coordination and Conceptual Design.**

Evaluate the existing but outdated Baltimore City wayfinding system, the National Seaport Project system or wayfinding systems that are being planned for the MVCD and the Museum Walk at Inner Harbor East to find the best ways to integrate and design the Heritage Area Wayfinding System. It is recommended that the BCHA Association staff coordinate with the MVCD, BACVA, Downtown Partnership, MACAC and the City of Baltimore, among others, to collectively pool resources from which to establish a BCHA Wayfinding System. This should be done in collaboration with the effort of the Maryland



Fells Point wayfinding kiosk

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Heritage Areas Authority to develop state standards.

### **II.B.2 Project Action – Wayfinding Implementation.**

Design, construct and implement a Heritage Area wide wayfinding system based on the assessment of existing activities. Analysis of existing streetscape plans can provide a direction in defining a design palette for the Heritage Area.

In addition to signs, the wayfinding system should incorporate streetscape elements that reinforces linkages and creates a consistent and quality image throughout the BCHA. It should include pedestrian lighting for security as well as meeting aesthetic and wayfinding goals. This project will most likely occur in phases depending on the readiness of the Target Investment Zones (TIZ) and other portions of the Heritage Area. Within the Jonestown/Little Italy TIZ, the proposed Museum Walk at Inner Harbor East is an ideal application and is an integral piece to the Heritage Area's Wayfinding System. Design should be coordinated with other activities such as promotional events, interpretative materials and facilities, policing and the Ambassador program. Construction costs and annual maintenance costs for cleaning, repairs and replacement will need to be defined in each design phase.

### **II.B.3, III.A, IV.C. Project Action – Signage and Wayfinding within the Mt. Vernon/Historic Charles Street TIZ.**

The BCHA Association staff should coordinate with the Mt. Vernon Cultural District to determine placement of signs that are conducive to linking heritage resources and attractions and other TIZs. Funds have been allocated for the design of a wayfinding system within the Mount Vernon Cultural District, which, because of its readiness and timing, could be a prototype for the BCHA. Fabrication, installation and maintenance costs have not been secured for this project. The Mount Vernon Cultural District is currently working with a consultant to design the area's wayfinding system within the Charles Street/Mount Vernon TIZ. Several organizations and the City of Baltimore are involved with this project. This MAP recognizes the potential to build from this initial effort and recommends additional funds be acquired to create a comprehensive system throughout the BCHA. It is important that the consultant be given parameters for integrating the MVCD project into what is envisioned for a Heritage Area Wayfinding System. More than simple trailblazer signs – which also are significant – the wayfinding system would take a compre-

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Two Twelve Harakawa

Project Study Area – Mt. Vernon Cultural District Signage Plan

hensive approach that could include banners, paving, crosswalks, traffic signaling and streetscaping to connect people between and to the attractions, sites and services the Heritage Area has to offer.

Improving pedestrian links between heritage resources, Target Investment Zones and between visitor services and attractions minimizes the need for visitors to get in their cars, offers an opportunity to show off Baltimore's architecture, parks and squares, and provides the necessary links for increasing visitation and patronage. Coordination with ongoing linkages and proposed projects, such as the Inner Harbor Waterfront Promenade, Jones Falls Valley Greenway and the Gwynns Falls Greenway will help to further



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detailed pedestrian access studies to determine key pedestrian linkages between individual heritage resources and services. Thematic linkages that may occur between resources should be factored into this assessment. Emphasis should be placed on linkages between individual historic resources and the proposed Gateway Exhibit Center for the Heritage Area in addition to parking areas, transit stations and stops, and the Inner Harbor. Cost estimates for projected initiatives should be outlined in the study. President Street in particular presents a physical barrier that may require a pedestrian bridge at Fawn or Pratt Streets along with well-marked pedestrian crossings, the timing of streetlights, and other streetscape elements. Other potentially important pedestrian links include Charles Street, Key Highway, Fort Avenue, Boston Street, Pratt Street, Redwood Street, Howard Street, Monument Street, Pennsylvania Avenue, and North Avenue. Providing for connections to and utilizing the Inner Harbor Promenade, Jones Falls Valley Greenway and the Gwynns Falls Greenway are essential in developing a pedestrian-friendly Heritage Area.

### **II.B.5 Project Action - President Street Pedestrian Bridge or Crossing.**

Prepare an urban design plan and construct the best design alternative to provide for a safe and convenient pedestrian link across President Street at Fawn or Pratt Streets. It should be located to complement the Marketplace/Shot Tower Metro Station tunnel. President Street is a barrier between the Inner Harbor and the Jonestown/Little Italy TIZ due to the level of traffic and width of the road. Providing for a well-defined pedestrian link will also support the efforts of the Museum Walk at Inner Harbor East and linkages between the Inner Harbor and the TIZ.

### **II.B.6 Project Action – Transportation Linkages Study.**

In order to improve linkages to and throughout the BCHA including between TIZs, a detailed linkages study will be conducted to include: a survey of regional transportation modes and routes that could be used to access the BCHA, location of Heritage Area gateways, and an assessment of automobile and transit linkages between TIZs and other BCHA attractions. Recommendations and cost estimates for enhancing all of these to complement the goals of the BCHA should be factored into the study. The scope of the study shall include all of the following relevant elements: MARC, Metro Subway, Light Rail,

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and bus routes, including hours of operation, days of service, fare media, route structure, stop locations, travel time, headways and levels of service, and available capacity. Roadway linkages shall include functional classification, capacity, measures of congestion, roadway physical condition, roadway lighting, travel times, and access to the Interstate system. Availability of water transportation including fares, routes, level of service, stops, hours and days of operation, and seating capacity. An inventory of parking including access, proximity to historic resources, safety and security should also be studied.

Baltimore City is initiating an East-West Corridor Study for Downtown Baltimore, which will include as one of the options a historic trolley. This study will investigate alternative trolley technologies, alignments, stop locations, operating characteristics, capital cost estimates, operating cost requirements, and integration with other transportation modes. The BCHA Association should utilize the results of this study, scheduled for completion in 2001, to help determine the appropriateness of advocating the construction of a historic trolley in the BCHA. During the course of the study the BCHA Association shall coordinate with the Baltimore City Department of Public Works and Bureau of Transportation to ensure that a trolley project enhances access to Heritage Area resources.

#### **II.B.7 Project Action – Trolley System Feasibility Research.**



Water taxi in Fells Point

Currently there is no transportation system within the City that services tourists interested in visiting multiple sites, although the LCF's National Seaport Project offers the Seaport Taxi as a way to get to the 16 heritage sites located around the harbor. Another independent water taxi also services the Inner Harbor. Many of the heritage resources in the BCHA are spread out and some sites may be difficult to travel between because of distance. Many cities, such as Washington D.C., Boston, New Orleans, Memphis, Seattle and Dallas offer tourist transportation systems that could be studied for their applicability to the Heritage Area.

Before embarking on a bus/trolley system for the BCHA, investigation of the successes and challenges of other systems can help define an appropriate one for the BCHA. The products of the study should include capital and operating cost analysis, ridership data, visual examples of their trolley systems, fares, operations and maintenance, how construction of the systems were funded, and economic

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CHAP

Historic Charles Street trolley and Pennsylvania Avenue Rail Station – a heritage trolley or bus is recommended to move people through the heritage area

development impacts. As part of this study, resources available within Baltimore to establish programmatic needs should be identified. The study should involve the Baltimore Streetcar and B&O Railroad Museums among other private enterprises, and research findings should be detailed in a report.

### **II.B.8 Project Action – Heritage Trolley Development.**

Trolleys were an integral piece of life in Baltimore and are a part of the City's heritage that could be brought back. It is important that any system that is implemented be not just another mode of travel but also provide a memorable and fun experience for visitors and residents. Designing a system that circulates through the Heritage Area and between the TIZs should allow passengers the ability to easily access the trolley or bus and to get on and off at a number of sites. Phase I of this project is the design and development of the system that might be integrated with the exploration of the Heritage Bus Loop. Phase II is the construction and implementation of a Heritage Trolley.

### **II.B.9 Project Action - Heritage Bus Loop Development.**

Develop a step-on heritage bus loop service designed for use by Heritage Area visitors through the BCHA on existing streets. This system could be part of the bus/trolley system or an independent system administered by MTA. It is essential that it be user-friendly,



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attractive and fun; painting an image for the Heritage Area on an MTA bus would make them distinctive.

*C. OBJECTIVE: ESTABLISH A GATEWAY TO PROVIDE ALL VISITORS WITH AN INTEGRATED THEMATIC OVERVIEW OF BALTIMORE'S HERITAGE ATTRACTIONS.*

Providing an introduction to the Baltimore City Heritage Area is essential before visitors arrive and after they have decided to come. Deciphering the wealth of heritage resources and the diversity of sites, attractions and topics can be made easier with a facility that specializes in providing information for the historic and cultural traveler and by offering an interactive exhibit space to illustrate Baltimore's heritage stories. This information currently is in disparate places and degrees of completeness. It will need to be collectively researched, coordinated, distributed and developed in such a way that is convenient, available and accurate. Providing for gateways and information centers strategically placed throughout the Heritage Area will help meet this need. A City Task Force is completing its evaluation on the design, final location and project scope for the Baltimore City Visitor Center.

**II.C.1, III.A, IV.C. Project Action – BCHA Gateway and Exhibit Center.**

The Gateway and Exhibit Center for the Baltimore City Heritage Area is being recommended as a designated portion of the proposed Baltimore City Visitor Center. Three million dollars has been pledged by the City and the State for the proposed \$4-5 million facility to be located at the Inner Harbor. Although one of the goals for the BCHA is to draw people beyond the Inner Harbor, the 15 million people who visit the Inner Harbor provide a substantial pool of people who might be enticed to explore other attractions within the BCHA. The Visitor Center will serve as a "gateway" to the BCHA, which will be highlighted at the facility in a multi-media experience to present the history of Baltimore. BCHA exhibits and information will be designed to showcase the BCHA's major themes, provide visitors with an orientation to the Heritage Area, offer special programs and events relating to Baltimore's heritage, and stock brochures and information on Heritage Area sites, services, dining and lodging.

The Maryland Historical Society's proposed exhibit "Looking for

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"Liberty in Maryland" will offer visitors an overview of Maryland's history. In addition to the existing City Life collection, this can be another satellite gateway in the Historic Charles Street/Mount Vernon TIZ that provides an introduction to the BCHA Heritage Area and other statewide heritage tourism attractions.

Satellite information centers extend visitor services into areas less likely to have them currently, provide information near heritage resources, and allow for better linkages between sites, attractions and new tourism-related businesses. The Target Investment Zones are the logical place to locate satellite centers that can also operate as linkages to heritage attractions in each TIZ, and a number of possible locations exist. These include the: 1840's Complex, Fells Point Visitor Center; Washington Monument or Maryland Historical Society, National Historic Seaport Pier One; Pennsylvania Station; Mt. Clare Mansion/Carroll Park; Orchard Street Church; Lexington, Hollins, Broadway, and Cross Street Markets; and in Hampden. Of these, the Maryland Historical Society or the Washington Monument in the Mount Vernon/Historic Charles Street TIZ and the Fells Point Visitor Center offer an immediate opportunity within which to create satellite BCHA Information Centers. As the Heritage Area becomes more firmly established, a plan should be developed to identify a coordinated approach for the construction of additional locations. It is necessary to consider distances between each and the resources in the vicinity of a potential site as well as links to parking areas and lodging.

### **II.C.2, III.A, IV.C. Project Action – Washington Monument Satellite Information Center.**

Space is available in the Washington Monument to accommodate a concierge desk and staff. It is at the center of the Historic Charles Street/Mt. Vernon TIZ and on the Charles Street Scenic Byway. Many historic and cultural institutions are located nearby and guided and self-guided walking tours highlighting the area's heritage resources are offered. Funding to open this facility on a regular basis to field questions and provide information on the BCHA could encourage visitor movement up from the Inner Harbor.

### **II.C.3, III.A, IV.C. Project Action – Fells Point Visitor Center Satellite Information Center.**

The recently opened Fells Point Visitor Center provides tourists with



Washington Monument

CHAP

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information on Fells Point and the surrounding area. Using this facility as a satellite information center for the BCHA would help expand the reach of the BCHA promotional and interpretive material and could benefit Fells Point by enticing visitors to explore more of the adjoining neighborhoods and the proposed Maryland Maritime Center.

Creating thematic links between heritage resources located in various parts of the Heritage Area will help establish in the visitor's mind the connection between people and events throughout the city. It also will encourage people to visit multiple areas within the BCHA, introducing them to a broader cross-section of the city's heritage. Thematic linkages are developed primarily through interpretive materials, which must be researched and produced. This information then can be conveyed through a variety of media, including brochures and other publications, interpretive panels and displays, exhibits at visitor centers, living history demonstrations, and guided and self-guided tours that are all oriented to a particular theme. Once the thematic information is developed, the physical links will take people from one place to another. Themes and interpretation are discussed in greater detail under the Preservation Goal section.

**II.C.4, III.C, II.B. Project Action – Patricia Grace Thomas Inn  
Welcome and Interpretative Center for the National Road Scenic  
Byway**

Sankofa Community Development Corporation (CDC) with local community leaders is currently seeking National Register of Historic Places designation and the renovation of a historic tavern on the National Road. The Patricia Grace Thomas Inn and Museum will highlight not only the tavern's contribution to the National Road but its role in the African American history of the property. The Sankofa CDC has received a \$50,000 grant from the Maryland Historical Trust toward the renovation of this historic property.

## PRESERVATION GOAL

### **III. PRESERVATION GOAL: CREATE AND FOSTER THE AWARENESS AND STEWARDSHIP OF BALTIMORE CITY'S HERITAGE RESOURCES BY VISITORS AND RESIDENTS ALIKE**

*A. OBJECTIVE: COMMUNICATE BALTIMORE'S STORY ACCURATELY AND IDENTIFY AND PROMOTE AUTHENTIC BALTIMORE EXPERIENCES.*

In order to offer visitors to the BCHA a fun, informative and quality experience, interpretative material will need to be developed that will accurately and authentically depict the city's heritage, its citizens and the sites that people can visit to learn about. A number of interpretive themes were developed in the Phase I report, and each of these should be researched, planned and programmed before extensive marketing and promotion occurs. Also, development of sites and interpretative tools, including living history demonstrations, written materials and trained tour guides will need to be in place to achieve a quality experience. Some existing activities, such as the Living Classroom Foundation's National Historic Seaport Project, can offer a good start in building an effective heritage tourism initiative for Baltimore. In addition to an exhibit and video that orients visitors to the Heritage Area in general, a heritage tour with a similar orientation could provide an overview for the first-time visitor. Other niche or thematic tours could support visitation to Baltimore's heritage resources.

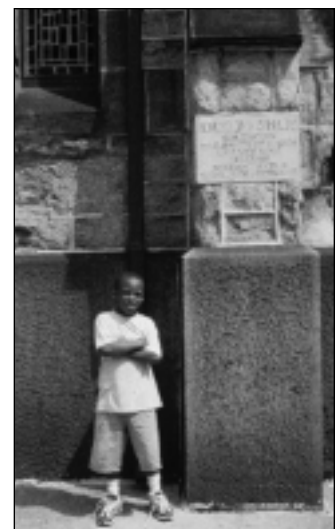
#### **III.A.1 Project Action – Interpretive Plan for the Heritage Area.**

The development of an Interpretive Plan for the BCHA will more fully develop the BCHA themes and suggest vehicles for conveying them, evaluate the quality and readiness of sites, and recommend facilities for distribution/ display.

Using the Interpretive Plan as a guide, theme-based tours and interpretive material for the BCHA should be developed. These materials could include publications, tours, multi-media information sources such as CD-ROMs or websites, facilities, kiosks or interpretive panels, and living history demonstrations.

#### **III.A.2, II.A Project Action – Thematic Tours.**

Develop theme-based tours that provide an authentic experience for the heritage traveler. Helping the visitor understand and learn about



This Baltimore youth is proud of his history as he stands in front of Saint John's AME Church.

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Baltimore's heritage can be accomplished with trained guides and tours geared to a special interest or audience. Tours might be developed on the Heritage Area themes:

- The Power of Water – Industries that Built Baltimore and Shaped the State;
- The Tides of Settlement – Baltimore's Neighborhoods;
- Troubled Waters – Civil and Social Struggles in Baltimore; and
- A Flood of Riches - Baltimore's Cultural and Natural Inheritance

African-American Heritage Tourism activities in Baltimore City and in the State of Maryland is growing in recent years. To take advantage of these efforts and to capitalize on other opportunities within the BCHA, it is critical that investment be given to support them. Additional research is necessary to fully develop tourism activities and materials to assure quality and accurate interpretation. The integration of living histories, tour guides and other interpretative facilities can successfully create accurate and exciting accounts of Baltimore's African-American history and culture. A significant sub-theme under "Troubled Waters" that might be explored is the Underground Railroad.

### **III.A.3 Project Action – African American Heritage Tourism.**

Investigate ways to support and promote African-American Heritage Tourism. Development should involve contacting, collaborating with and establishing agreements with tour operators, museums, and cultural centers. Coordination with existing organizations is important that includes, the Great Blacks In Wax Museum, the Baltimore African-American Tourism Council, the Unity Center, and efforts such as the annual Grand Tour and the Cadillac Parade. A sample African-American Heritage Tourism Inventory was developed for this Management Action Plan (MAP) to suggest sites that could be included in this niche market for the BCHA.

Preserving and developing interpretive programs around some of the Heritage Area's key historic properties will help convey to the visitor the significant events that occurred in Baltimore. It also will help to protect the resources and prolong their life so that they might bring joy and learning opportunities to visitors for years to come.

## PRESERVATION GOAL

### **III.A.4 Project Action - Maryland Maritime Center.**

The Maryland Maritime Center combines a strong educational component, with historic preservation and economic development. The Center consists of six adjoining historic properties in the Fells Point TIZ and will include a nationally renowned collection of the MHS. An open-air maritime exhibit area, an 18th-century garden and two house museums will be integral components in presenting local maritime history from the pre-Revolutionary period through the 19th century.

### **III.A.5 Project Action – Star-Spangled Banner House and 1812 Museum.**

Preservation and expansion plans for these significant heritage attractions will offer new interpretative facilities for the visitor. Restoration of the house, redevelopment of the garden and construction of the new museum are part of a five-phase plan. These sites are located in the Jonestown/Little Italy TIZ and are identified stops on the proposed Museum Walk in Inner Harbor East.



BACVA

Star-Spangled Banner Flag House

### **III.A.6 Project Action – Touring Historic Upton, Madison Park and Marble Hill.**

Create a walking tour book for the Upton, Madison Park and Marble Hill neighborhoods that is accurate, interesting and attractive. It should enhance existing tours and be a quality publication

*B. OBJECTIVE: PROTECT AND PRESERVE THE RESOURCES THAT REPRESENT BALTIMORE'S HERITAGE.*

Under Plan Baltimore's recommendation to maximize the potential of the City's historic urban fabric as an asset for Baltimore, is the completion of a Citywide Preservation Plan. The plan states, "Completion of a citywide Preservation Plan, to be coordinated by CHAP, should be a top priority. This Plan would include a survey of each City neighborhood to determine its eligibility for historic designation. Historic and architectural significance will be an important factor in deciding where to target City resources for stabilization and revitalization, and where to exercise selective demolition...." This effort could benefit the implementation of the Target Investment Zones and assist in the decision-making for properties that might be recommended to receive the MDHAA

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historic preservation tax credit.

**III.B.1 Project Action – Preservation Plan.**

The BCHA Association is encouraged to advocate for and support the development of a Citywide Preservation Plan as outlined in the Comprehensive Plan. If the Preservation Plan is implemented, BCHA staff should encourage CHAP to begin with the Target Investment Zones.

**III.B.2 Project Action – Technical Assistance for Preservation.**

The BCHA Association staff should work with and develop partnerships with CHAP, the Maryland Historical Trust (MHT) and Preservation Maryland that provide technical and financial assistance to identify efforts that will advance the preservation tools for the BCHA.

**III.B.3 Project Action – Restoration and Reuse of the H.L. Mencken House.**

Support the Baltimore Writers' Alliance, the Mencken Society and the Union Square Association in their plans to restore this historic resource as a writer's center that will also be open for interpretative tours. Located in the National Road/Railroad TIZ, it will honor the life and works of H.L. Mencken.

**III.B.4 Project Action – Building Acquisition and Expansion for the Eubie Blake National Jazz Institute and Cultural Center.**

An adjacent building and underground garage will add 10,000 square feet of space to the existing permanent exhibit center. This will allow for limited artist residences, 12 parking spaces, and the development of a children's art gallery while eliminating another vacant building. Renovation funding is being sought through several state programs.

**III.B.5 Project Action – Interpretative Exhibits for the Eubie Blake National Jazz Institute and Cultural Center.**

Recently opened, the Eubie Blake National Jazz Institute and Cultural Center is more than just a museum. It is an arts education institution offering a tremendous opportunity to teach, entertain and communicate the history of Eubie Blake and Baltimore's jazz heritage in an attractive setting. Numerous programs and events have already started to bring in visitors and residents alike. A permanent exhibit

## PRESERVATION GOAL

featuring jazz legends of Baltimore will be created through thoughtful and provocative displays that will match the quality of the building restoration and design.

### **III.B.6 Project Action – Great Blacks In Wax Museum Expansion.**

The Great Blacks In Wax Museum is restoring a block of historic structures on North Avenue that includes the Sandler and Son Funeral Home. This project restoration will expand the existing exhibit and museum space as well as the restoration of an historic Baltimore block. Phase II of this three-phase project will restore three structures including the mansion. Design and fabrication of new exhibits is expected to triple the visitation number.



Living Classrooms Foundation

Ziger/Snead architectural rendering of the Frederick Douglass-Isaac Myers Maritime Park

### **III.B.7 Project Action – Restoration of the Arch Social Club.**

Many historic buildings along Pennsylvania Avenue have been lost. This MAP supports the protection and preservation of those existing structures that can enhance the appearance of the visitor's experience while providing for interpretative possibilities.

### **III.B.8 Project Action – Frederick Douglass-Isaac Myers Maritime Museum.**

The creation of the Frederick Douglass-Isaac Myers Maritime Park within the Fells Point TIZ will provide classrooms and retail space as well as the development of interpretative facilities and employment of disadvantaged youths in Baltimore. This museum development project within a restored historic structure will emphasize African-American contributions to Baltimore's heritage.

### **III.B.9 Project Action – Phoenix, Merchant's Shot Tower.**

Create an interpretative facility at the site of the Shot Tower, erected in 1828 and used to manufacture shot. The tower itself cannot accommodate displays or exhibits and its size limits visitation; therefore, the 1840s Corporation is seeking the use of the adjacent



CHAP

Merchant's Shot Tower



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park to construct an exhibit building to tell the Tower story.

#### **III.B.10 Project Action – Bromo-Seltzer Tower Building.**

Preservation improvements to the roof and windows will secure this city landmark for generations to come. Several redevelopment options are being considered including residential with potential exists uses for the ground floor level of the building that might include space for rotating art exhibits, a satellite visitor center for the BCHA, museum, gift shop or café.

#### *C. OBJECTIVE: CREATE AND STRENGTHEN LOCAL AWARENESS OF BALTIMORE’S HERITAGE RESOURCES.*

The Cultural Alliance, representing the major cultural institutions and facilities within the Heritage Area, is actively pursuing ways to collaborate, coordinate and promote Baltimore’s art and culture. This organization has hired staff, raised funds and is already established to promote some of the same sites, destinations and events that will attract the heritage visitor. Partnering offers another opportunity to seek ways that encourage ongoing initiatives to support the cultural resources within the BCHA.

#### **III.C.1, IV.C Project Action – Cultural Link.**

Establish physical and thematic links between the BCHA Association and the Cultural Alliance. Pursue the most effective ways to augment ongoing efforts and define new opportunities to jointly advance the arts, culture and history in Baltimore.

Good stewardship of historic resources and appreciation of local heritage can begin in the classroom. The BCHA is a living classroom of historical as well as cultural and artistic resources that have a wide range of applications in school curricula. Additionally, children who are taught the value of their history and the resources that depict it will be able to share this knowledge with their families and friends, spreading the word about the need to protect this heritage.

#### **III.C.2 Project Action – Heritage Curriculum Development.**

Work with local schools to incorporate elements of Baltimore’s heritage and history into their curriculum. Development of a curriculum-based program drawn from the identified Heritage Area themes will require staffing. In collaboration with the academic

## PRESERVATION GOAL

institutions, historical and community organizations, and the BCHA Association, develop community projects for students with a focus on the BCHA.

*D. OBJECTIVE: IMPROVE EXISTING LOCAL AND STATE PROGRAMS TO ENHANCE PROTECTION OF HISTORIC BUILDINGS AND PRESERVATION OF HERITAGE RESOURCES.*

The BCHA Association is encouraged to advocate for and support local and state preservation efforts to retain and improve the integrity, attractiveness and availability of Baltimore's resources. Close coordination with the Baltimore City Commission on Historical and Architectural Preservation (CHAP), Preservation Maryland and the Maryland Historical Trust (MHT) can advance the current programs, technical assistance and incentives to preserve and protect Baltimore's past. Without the physical structures, it is more difficult to interpret the history of events, people and activities that formed the city. Baltimore currently has a wealth of historic architecture reflecting the architectural styles that contribute to the richness of the City but also reflect the wealth, ethnicity, and materials of Baltimore residents.

### **III.D.1, III.A Project Action – City Tax Credit Extension.**

The City's Historic Preservation Tax Credits allows owners of historic properties (both residential and non-residential) that are listed on the National Register or contribute to a National Register or Baltimore City Historic District to receive tax credit for approved rehabilitation work. A minimum of 25% of the full cash value of the building must be expended, but the credit is worth 100% of the assessment increase that would result from the work. The credit is applied to assessments for a period of ten years and can be transferred from one owner to the next. Because of the substantial preservation benefits that can accrue from such a program, the BCHA Association should continue to support the program that has been extended to FY 2006.

Baltimore contains over 175,000 structures built prior to 1950 – almost 40% of all such structures in the State of Maryland. Over half of the standing structures in Maryland that are listed on the National Register, including those within the National Register Historic Districts, are found in Baltimore City. Within the boundary of the Baltimore City Recognized Heritage Area, there are 39 historic districts, and of those 26 are local districts and 20 are on the National

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Register of Historic Places. All designated historic properties in Baltimore are available for and supported by the Baltimore City Rehabilitation Tax Credit. A map of these areas are available from CHAP.

Although a comprehensive survey of potential non-listed, non-designated historic structures or non-historic structures could not be accomplished due to the extent of resources found within the ten Target Investment Zones and within the proposed Certified Heritage Area boundary, CHAP has identified the following potential historic districts within the BCHA:

- Potential National Register and/or Local Historic Districts:
  - Poppleton Potential Historic District
  - Washington Village (Pigtown) Potential Historic District
  - South Baltimore
  - Locust Point TIZ
  - Patterson Park
  - Little Italy
  - Upton
  - Penn North
  - Reservoir Hill
  - Mount Clare
- Potential Local Historic Districts:
  - Jonestown
- Study areas that are likely to have the potential for National Register Historic District designation:
  - Wyman Park-Remington Study Area
  - Hampden Study Area
  - Woodberry Study Area

#### **III.D.2 Project Action – Inventory of Potential Certified Heritage Structures.**

Identification of all non-listed, non-designated structures eligible for listing on the National Register of Historic Places and non-historic structures considered eligible for the Historic Preservation tax credit were beyond the scope of this MAP. A separate study should be undertaken to accomplish this.

A non-listed, non-designated historic structure contributes to the

## PRESERVATION GOAL

significance of a Certified Heritage Area if it is eligible for individual listing in the National Register of Historic Places or a contributing resource within a National Register eligible district. CHAP maintains a list of potential resources for the City of Baltimore that can be augmented by an additional study targeted for the BCHA. A non-historic structure can contribute to the significance of a Certified Heritage Area if it is not architecturally, historically, or culturally significant in and of itself, but its rehabilitation significantly enhances the overall architectural, historical, or cultural quality of the BCHA and the visitor experience. This MAP outlines additional criteria (refer to page 115) for non-historic structures outside of Target Investment Zones for review and approval by the BCHA Association, the City of Baltimore and the MHAA.

### **III.D.3, III.A Project Action – Heritage Area Site Plaques.**

Establish a program that encourages independent sites and attractions to meet standards that support the goals of the MAP. The BCHA Association in collaboration with CHAP, Baltimore Heritage, the Maryland Historical Trust and Preservation Maryland could hold an annual event to present a plaque to individual properties that would illustrate that the site is a certified heritage resource. Both heritage attractions and visitor services should be considered for inclusion in the program.

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#### **IV. DEVELOPMENT GOAL: CREATE BUSINESS AND DEVELOPMENT OPPORTUNITIES AND MORE JOBS FOR CITY RESIDENTS THROUGH INCREASED VISITOR ACTIVITY**

*A. OBJECTIVE: EXPLORE OPPORTUNITIES TO EXPAND EXISTING AND CREATE NEW ENTREPRENEURIAL AND TOURISM-RELATED BUSINESS DEVELOPMENT WITHIN THE BCHA.*

Seek opportunities to identify projects within the certified Heritage Area that offer economic development potential to meet the needs and services for the heritage traveler. These might involve the restoration, rehabilitation or development of the heritage sites, construction of new services or the creation of smaller entrepreneurial businesses to support visitor services and activities. Some of the heritage sites and attractions will need improvements before they can be interpreted or promoted. Bed and breakfasts, inns, restaurants, entertainment and retail shops should be considered in seeking to

expand private investment in heritage tourism within the BCHA. The following are two examples of projects that are currently underway and offer viable tourism activities to support the goals of the Heritage Area.



Fort McHenry

BACVA

##### **IV.A.1, III.A, III.B, III.C Project Action – National Historic Seaport Project.**

Support and nurture the National Historic Seaport Project (NHSP) in their heritage tourism initiative that includes 16 heritage sites including Fort McHenry. The NHSP has become a major employer who is assisting disadvantaged youths and adults from Baltimore neighborhoods through a workforce development effort. This effort will be expanded at the Frederick Douglas Isaac Myers Maritime Park. Numerous activities to promote, prepare and interpret the resources within the National Historic Seaport are already underway. They include a wayfinding system, exhibits, passport program and Seaport Taxi, among other activities. The NHSP Pier One Gateway project that will introduce visitors to the National Historic Seaport is an ideal satellite information center for the BCHA.

## DEVELOPMENT GOAL

### **IV.A.2 Project Action – Low-Interest Loan Pools.**

Work with local financial institutions to create low-interest loan pools to spur revitalization activities within the Target Investment Zones. Emphasis should be placed on small retail, restaurant and lodging establishments that complete the heritage experience. Providing startup costs to a potential bed and breakfast owner will not only preserve an historic structure and provide for alternative accommodations within historic neighborhoods. It is critical, however, that neighborhood support is established and that the location is compatible and appropriate.

### **IV.A.3 Project Action – Exterior Façade/Improvements.**

Expand upon the Charles Street Renaissance Corporation's effort and establish a revolving loan and grant fund that merchants and property owners may utilize to undertake façade improvements.

*B. OBJECTIVE: EQUIP THE CURRENT LABOR POOL WITH THE SKILLS TO MEET THE FUTURE DEMAND FOR HERITAGE TOURISM EMPLOYMENT.*

### **IV.B.1 Project Action – Docent, Guide and Hospitality Training.**

Offer training programs for those who will make Baltimore's heritage come to life through quality interpretation. These are essential to the success of heritage tourism. Hospitality industry workers, particularly "front line" people, should also be trained to increase their knowledge of the Heritage Area and to instill the importance of a friendly, courteous and helpful attitude.

### **IV.B.2 Project Action – Professional Training Program Development.**

Work with educational institutions to create certified training and degree programs to equip the labor pool with professional skills in heritage tourism and related businesses. This program should include the development of training material and the establishment of courses

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that will equip tour guides with the knowledge and skills needed to give engaging tours that accurately represent Baltimore's heritage.

*C. OBJECTIVE: LEVERAGE PUBLIC FUNDS FROM THE MARYLAND HERITAGE AREAS PROGRAM WITH PRIVATE INVESTMENT AND OTHER PUBLIC FUNDS.*

Designated historic buildings and districts within the BCHA complement other historic and cultural sites and resources that are also integral to Baltimore City and its heritage, so it is difficult to define limited areas where rehabilitation would help protect and preserve the historical and structural integrity of these resources. Increasing the number of incentives available for businesses and organizations to revitalize Baltimore's historic areas can only be an advantage in the long run. While the creation of Target Investment Zones will enable the Steering Committee to focus capital investment on those areas that have the greatest impact, large portions of the Heritage Area lie between proposed TIZs.

It is essential to the success of the BCHA that non-historic heritage structures be eligible for redevelopment incentives such as tax credits. These structures are an inextricable part of the context in which the heritage structures are situated, and in these interstitial areas, the key player involved in crucial revitalization work will be the private sector — those individuals and businesses that are most apt to take advantage of tax credits and see them as a deciding factor in determining the suitability of a site for rehabilitation. Providing incentives for redevelopment will ensure that modern additions to the city fabric are compatible with its historic buildings and are maintained in good repair, which will enhance the visitor experience. It also will ensure that the geographic links between heritage sites and TIZs are visitor-friendly.

Private sector investment is viewed as critical to the success of the BCHA. Since funding for projects outlined in the Capital Improvement Plan may not be forthcoming through the Maryland Heritage Areas Authority Financing Fund or other programs, it was decided that other incentives should be developed to assist the private sector in helping to create a viable and vibrant Heritage Area.

One of the critical questions that must be addressed for any potential project seeking the Maryland Heritage Areas Authority tax credits is that the project is of utmost importance to the development

## DEVELOPMENT GOAL

of the heritage area, constitute substantial rehabilitation, and would not be eligible for listing in the National Register of Historic Places. This being the case, it was recognized that these tax credits should be made available only to non-historic heritage development efforts that:

- 1) Strengthen the character of a city block or heritage district within the Certified Heritage Area Boundary;
- 2) Are built to quality design standards that enhance the historic, architectural and heritage of the TIZ or heritage area; and
- 3) Accrue to overall economic activity that supports the goals for the BCHA.

The City of Baltimore and the BCHA Association will use the following criteria within the City's existing review processes to determine whether a project should be recommended as a non-historic heritage structure. Local review of projects on a case-by-case basis will insure that signage, streetscape elements and other improvements reinforce the heritage tourism efforts. The basis of eligibility will assess the structure and proposed project development on whether it meets one or more of the following criteria.

It is also recognized that it is difficult to determine which structures would be eligible as a non-historic heritage structure without knowing the proposed use of the property and the physical design features as mentioned above. The combination of the above criteria will determine whether a property will enhance the goals of the BCHA. It is the intent of this MAP that tax credits be used

### NON-HISTORIC HERITAGE DEVELOPMENT ELIGIBILITY CRITERIA

#### USE:

Does the existing or proposed use:

- Support the goals and objectives of the Heritage Area Management Action Plan?
- Provide for visitor services (lodging, food, parking, shuttle service, gas, information, tickets, open space-outdoor seating, entertainment)?
- Provide for museum and interpretative objectives?
- Create or improve a heritage destination or attraction?

#### AESTHETICS

Does the existing building:

- Help to retain the physical characteristics of the streetscape and authenticity of a Target Investment Zone?
- Provide continuity in the physical link between heritage sites or Target Investment Zones?

Does the proposed restoration or rehabilitation of the structure:

- Improve an abandoned or blighted eyesore?
- Enhance the appearance of the structure or streetscape?
- Provide for compatible design features that compliment existing historic structures?
- Include streetscape improvements that meet or exceed the Heritage Area streetscape design vision?

#### ECONOMIC BENEFITS

Will the new development:

- Generate additional economic activity in the surrounding area?
- Generate new construction and permanent jobs?
- Generate additional tax benefits to the jurisdiction?
- Contribute to an increase in visitation?



as incentives to private developers to produce development that is beneficial to heritage tourism.

The review and approval process will be factored into the City of Baltimore's normal review procedures for special districts. An applicant should first contact the BCHA management entity and the Commission for Historical and Architectural Preservation to discuss the possibility that their proposed project might be eligible for the MHAA tax credits. If deemed potentially eligible, then the applicant will submit an application to CHAP. CHAP may request that the Design Advisory Panel also review the plans to assure a high standard of design. Once they have issued a "notice to proceed", the applicant may proceed with the three-part Heritage Preservation Certification

Application to the Maryland Historical Trust (refer to appendix for more detail).



*Brown & Craig, Architecture*

Lexington Market Plan for  
Revitalization

#### **IV.C.1 Project Action – Non-historic Certified Heritage Structures.**

Three buildings in particular were identified during the MAP process as warranting identification as non-historic heritage structures. Designation as such will enable these properties to take advantage of non-

historic heritage tax credits. The properties are:

- **Lexington Market.** The existing market is one of the largest sites patronized by city residents and some visitors. Located at the original market site, this large windowless concrete building screens the activity inside. Lexington Market, Inc. has developed an attractive and creative adaptive interior and façade design that will transform the market's appearance to capture some of the heritage tourism market. Lexington Market is an unique attraction in the BCHA and offers the heritage tourist the opportunity to experience part of Baltimore's history while partaking in local fare. The opening of the market to the street will enliven and improve the appearance of the Market Center TIZ.
- **H&S Distribution Center.** The H&S Distribution Center currently is an unattractive concrete-block warehouse that stands between the Inner Harbor East and Fells Point TIZ and discourages pedestrian and vehicular linkages between these two tourist destinations. Rather than tear it down and build a high-

## NEIGHBORHOOD GOAL

rise office tower that would be closed at night, the tax credit would financially enable the developer to build a less dense project that makes use of the existing building and includes retail and public use on the ground level. The proposed mixed-use concept for the H&S Distribution Center includes streetscape and façade improvements providing for animation at the street level and an attractive link along existing streets.

- **Northeast Market.** The market is located on Monument Street, a Maryland Main Street community, that is planned for improvements to revitalize this community resource.

- **Crown Cork and Seal Buildings.** The University of Baltimore and the Maryland Institute College of Art are exploring options that might provide additional linkages to the Historic Charles Street/Mount Vernon TIZ. The old Crown Cork and Seal Buildings are properties that might have an advantage in creating a "College Town" with retail at the ground level if tax credits were available.

### **IV.C.2, II.A Project Action – Creation of Joint Marketing Opportunities.**

Form partnerships with the city and organizations to promote the Heritage Area in conjunction with existing city events such as the Baltimore Book Fair, ethnic festivals and special activities.

### **IV.C.3, III.A, III.B Project Action – Carroll Mansion.**

This project will reopen the Carroll Mansion as a functioning and innovative museum that is an integral part of the proposed Museum Walk. The redevelopment plans for this facility include a bed and breakfast, retail shops and possibly a restaurant in addition to making rooms available for various functions. Carroll Mansion will have authentic reproduction furnishing of the historic period. The facility will be available for corporate affairs to generate income.

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**V. NEIGHBORHOOD GOAL: CLEAN UP AND REVITALIZE  
NEIGHBORHOODS TO MAKE THEM ATTRACTIVE TO VISITORS  
AND TO IMPROVE THE QUALITY OF LIFE FOR RESIDENTS**

*A. OBJECTIVE: CREATE A PHYSICAL AND PSYCHOLOGICAL  
ENVIRONMENT THAT IS CONDUCIVE TO DAY AND NIGHT  
VISITATION.*

Providing for attractive, friendly and active streets will help to encourage visitation to sites in areas of the City that are perceived to be less safe. Creating a heritage program that addresses this issue of safety and security while improving the quality of life for residents, and encouraging new businesses near heritage resources can change the perception that many neighborhoods are not safe. A partnership with the Baltimore City Police Department or private security companies should be considered in framing the best approach to achieving this objective.

**V.A.1, II.B Project Action – Heritage Area Ambassadors.**

The establishment of a Heritage Area Ambassador program will provide visitors and residents with on-location trained information guides throughout the BCHA. A training program that would be offered annually to organizations involved with heritage and cultural tourism. Participants can be advised and educated on historic data, current events and hospitality services. These Ambassadors should be uniformed so that they are easily recognizable; they should be posted in areas near heritage resources and services where visitors most likely will be looking for information and a welcoming face. One opportunity might be locating and providing for the Ambassadors at the Satellite Information Centers. The use of Palm Pilots or other electronic devices could assist these individuals in providing personal and up-to-the-minute information, directions and reservation services.

**V.A.2 Project Action – Community Safety Network (Neighborhood Watch).**

Launch an initiative to create a network of safety guides in neighborhoods throughout the BCHA that could also serve as escorts or answer pertinent questions. Combining this initiative with the responsibilities of the Heritage Area Ambassadors can consolidate

## NEIGHBORHOOD GOAL

costs, reduce duplication of effort and provide for a more comprehensive outreach and revitalization of areas within the BCHA.

Alternatively, with training, neighborhood residents and retired citizens affiliated with a neighborhood organization or the local school crossing guards could serve in these roles. Creating Citizens on Patrol (COP) might be an effort whereby city favors such as free parking or reduced transit fares could be used as incentives. Partnerships with the local colleges and universities could be developed to provide training. This second option has several benefits that include building community pride, a level of visitor comfort and safety, and an opportunity for visitors to meet hometown heroes and experts.

### **V.A.3, III.C Project Action – Community Policing for the Pennsylvania Avenue TIZ.**

The Pennsylvania Task Force should work with the BCHA Association and the City of Baltimore to establish and administer community-policing patrols to increase the visitor's sense of safety and security when visiting the TIZ.

*B. OBJECTIVE: EXPLORE DESIGN STANDARDS, PARAMETERS AND POLICIES THAT RETAIN NEIGHBORHOOD CHARACTER AND REGIONAL IDENTITY WHILE ENHANCING THE PHYSICAL APPEARANCE OF HERITAGE AREA NEIGHBORHOODS.*

### **V.B.1 Project Action – A Vision for Pennsylvania Avenue TIZ.**

Provide funding for the Pennsylvania Avenue Task Force to hire a consultant to work with them, the Maryland Main Street Program, and the BCHA Association to develop a vision for and physical design strategy for the Pennsylvania Avenue commercial core. This effort to revitalize the historic core should focus on creating economic incentives for neighborhood and tourism-related businesses, illustrating aesthetic recommendations to enhance its appearance, and crafting interpretative tools to communicate its stories. This planning effort should guide the future growth and marketing of TIZs that is integral to the success of the BCHA.

### **V.B.2 Project Action – Expansion of the Benefit District for Upton, Madison Park and Marble Hill Neighborhoods.**

Providing for opportunities for redevelopment, revitalization and community policing within these historic neighborhoods of the



Francis Scott Key monument in Bolton Hill

HRG Consultants, Inc.

Pennsylvania Avenue TIZ will encourage stability and heritage tourism potential. Existing walking tours can be expanded and small businesses can be established to support neighborhood needs and visitor services.

#### **V.B.3 Project Action – Bolton Hill Landscape Improvements and Tourism Plan.**

Aesthetic improvements will further enhance this National Register Historic District and will better serve the Heritage Tourist. Streetscape elements, such as street trees, benches, and lighting will create a welcoming atmosphere. Park restoration will provide a place for a visitor to rest, read and take in the scenery.

#### **V.B.4 Project Action – Monument Street Main Street Improvements.**

Streetscape improvements, such as the removal of a dated awning, supports the goals of this Main Street community and provides for a more attractive commercial area. The redevelopment of the Northeast Market will not only help revitalization but improve the quality of life for its residents by creating an open-air farmer's market.





## TARGET INVESTMENT ZONES

### TARGET INVESTMENT ZONES

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance and funds for heritage area projects. Projects and properties throughout a Certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment.

Target Investment Zones are specific priority areas within the Certified Heritage Area where the management entity for the Heritage Area is attempting to attract significant private investment. As part of the MAP process for the Baltimore City Heritage Area, it was deemed important to consider geographic areas as Target Investment Zones since neighborhoods were recognized by residents, stakeholders and City initiatives. Other programs often use these geographic boundaries as well. To determine which areas should be recommended as TIZs an evaluation matrix was developed that rated specific geographic areas within the Recognized BCHA boundary according to the criteria established by the Maryland Heritage Preservation and Tourism Areas Program. The state's criteria were further defined to relate more specifically to Baltimore. (Refer to Appendix D).

An important factor in determining potential TIZs was whether other local, state or national efforts and/or programs were investing capital and technical assistance. These included, among others, the Maryland Main Street Program, Empowerment Zones, local and National Historic Districts, Business Improvement Districts and Maryland Scenic Byways. Over \$100 million is committed to projects within Baltimore City's Empowerment Zones that can help advance heritage tourism.

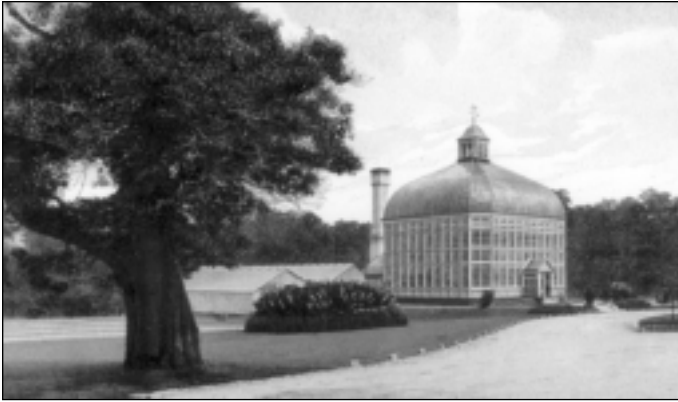
Rating was done by the Economic Development Working Group of the BCHA Steering Committee, and by staff from CHAP, and the Baltimore City Planning Department as well as the consultant team. Ten Target Investment Zones were identified based on their concentration of resources, private investment, and political support, among other criteria.

Of these, Mount Vernon/Historic Charles Street was further identified as a prototype because existing organizational and development initiatives in place illustrate potential development and

#### **BCHA TARGET INVESTMENT ZONES:**

Mount Vernon/Historic  
Charles Street  
Pennsylvania Avenue  
Druid Hill Park  
Market Center  
Jonestown/Little Italy  
Fells Point  
Canton/Patterson Park  
Locust Point  
Railroad/National Road  
Jones Falls Valley





Conservatory, Druid Hill Park.

Baltimore Department of Parks and Recreation.



View from Druid Hill Park Gazebo

HRG Consultants, Inc.

improvements for other TIZs. It was also identified as an area that is ready to go in the first year, while other TIZs will be ready in subsequent years or as projects become ready for implementation. The Mt. Vernon/ Historic Charles Street TIZ was chosen for a number of reasons:

- It has the resources and services in place to attract tourists over the next five years;
- It has developed master plans that lay out a vision for the area;
- Two organizations, the Mount Vernon Cultural District representing many of the historic and cultural institutions, and the Charles Street Renaissance Corporation representing the business community along Charles Street, have formed to implement their vision;
- The MVCD's organizational structure presents a potential prototype for the BCHA Association;
- It has political support;
- There is significant private investment in the area, including substantial preservation and renovation of buildings;
- Charles Street was designated as a Maryland Scenic Byway;
- Its proximity to the Inner Harbor provides an important pedestrian link;
- Its central location offers advantageous and convenient linkages between and to other TIZs.

The Pennsylvania Avenue TIZ also was identified as a prototype because it represents a different set of issues. It is recognized as an area that offers the potential for interpretation and heritage tourism if improvements, revitalization and enhancements are put into place.

- It contains a wealth of people, places and events associated with African-American heritage in Baltimore;
- Adjacent historic neighborhoods offer interpretative possibilities;
- The Pennsylvania Avenue Revitalization Committee was developed to encourage its revitalization;
- The PARC produced a vision for Pennsylvania Avenue that is documented in the "The Historic Pennsylvania Avenue Development Guidebook."
- Pennsylvania Avenue was selected by the City of Baltimore as a

## TARGET INVESTMENT ZONES

Main Street community;

- It has political support.

Under both the Historic Charles Street/Mt. Vernon and Pennsylvania Avenue TIZs is a residential area that overlaps each TIZ because of the historic African American association with Pennsylvania Avenue and also the area lies within the boundaries of the downtown Benefits District, which is part of the other Historic Charles Street/Mt. Vernon TIZ.

The BCHA Association staff will coordinate, advocate for and work with various public agencies, the private sector and individuals to find opportunities within each TIZ that will meet the goals of this Management Action Plan. A staff TIZ coordinator is anticipated to provide technical assistance to organizations within the Target Investment Zones who are seeking activation. The TIZ coordinator or Administrator will work with individuals and organizations to meet the criteria outlined in the evaluation matrix that will allow them to be considered for TIZ readiness (Appendix D). In this capacity, staff should assist in better defining individual projects that will accomplish the objectives outlined in the MAP, and assure that proposed projects are developed to enhance the aesthetic qualities, preserve the historical integrity, and provide for quality resources and services in each Target Investment Zone. Implementation in each TIZ will depend on the initiatives, interest and willingness of its stakeholders. The process for review of development projects will continue to be the responsibility of the City of Baltimore as defined in the *Development Guide: Requirements for Building in Baltimore City*. Every effort should be made to expedite this process for projects within TIZs. The BCHA Association staff should work with the City of Baltimore to encourage this expediency and to create incentives without jeopardizing the quality of the end product.

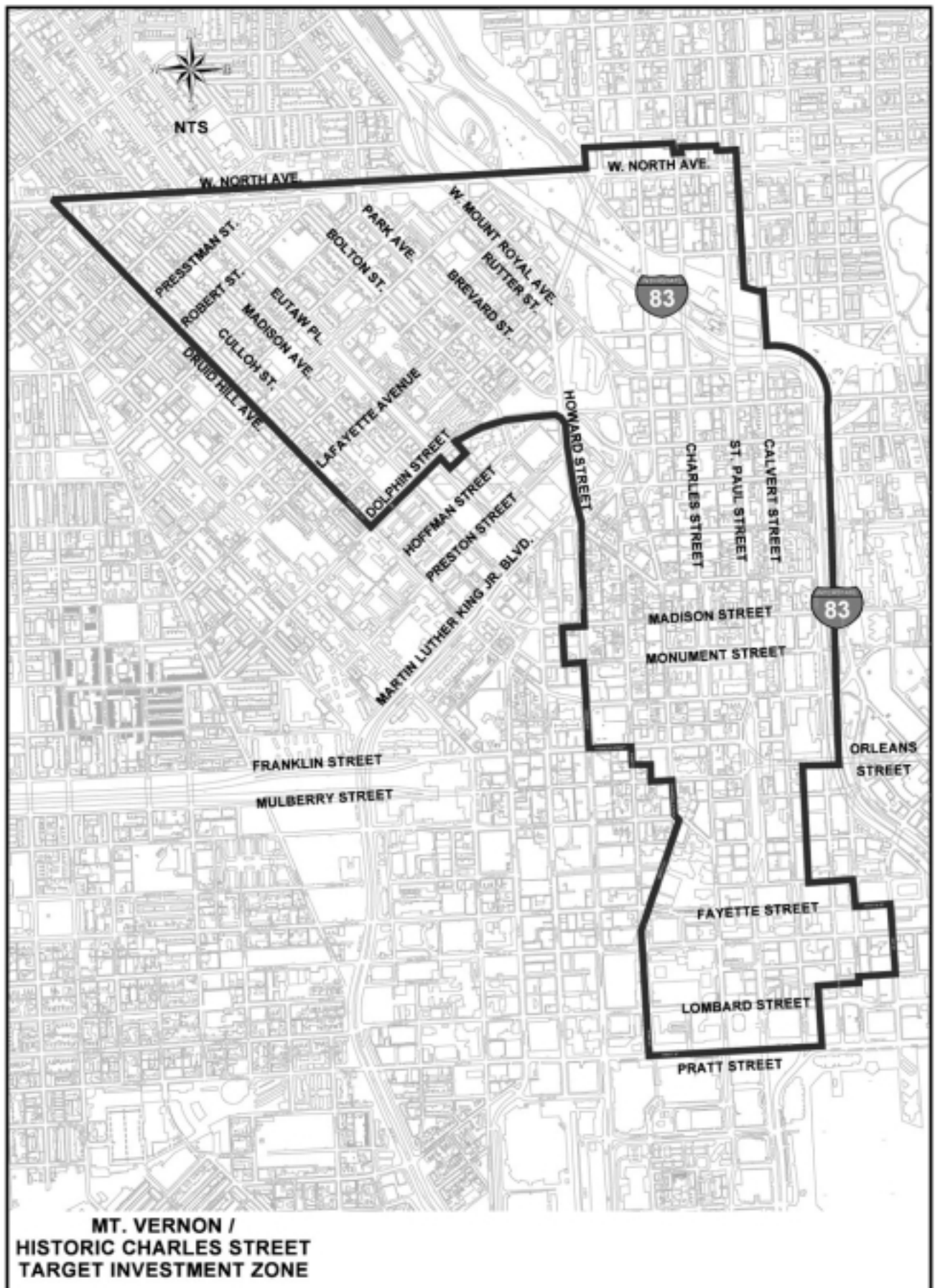
It is envisioned that each of the Target Investment Zones would be activated at different times during the implementation of the BCHA. Activating a TIZ will depend upon the partners and organizations within the TIZ to work with the BCHA Association in moving their effort to the forefront. Open enrollment allows for each TIZ to submit in writing a letter demonstrating TIZ readiness based on the evaluation criteria that might illustrate legislative, community and financial support, a defined vision and scope for meeting the goals of the BCHA Management Action Plan, matching funds, and a strong organizational structure to implement the proposed projects. In addition, any submission should show how the TIZ has resolved or

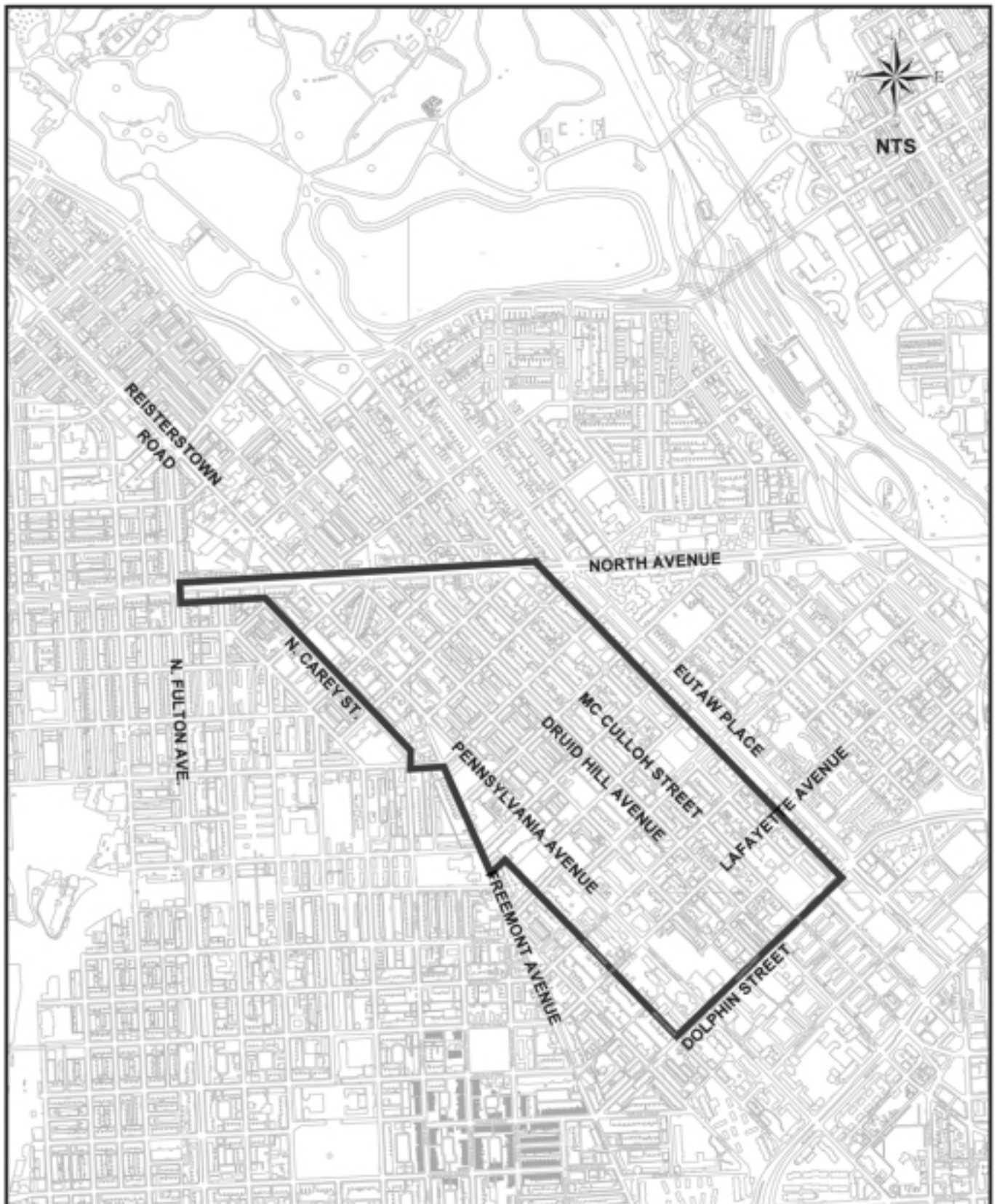
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addressed the issues outline in the MAP. This written submission might be supported by a presentation to the BCHA Board. The BCHA staff and Board will review the application and make a recommendation for activation at the next scheduled meeting of the Board. The Board can activate more than one TIZ at any given time.

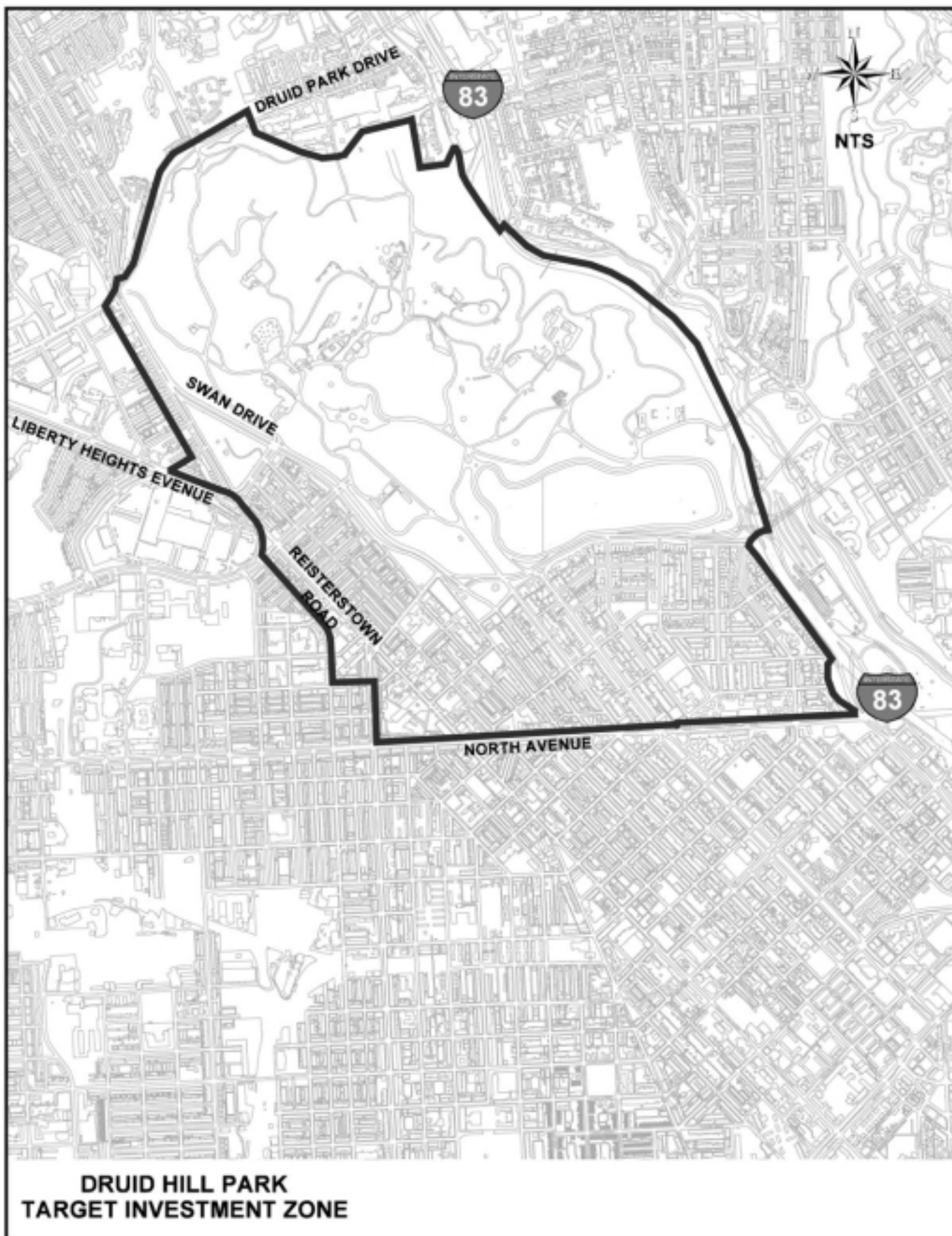




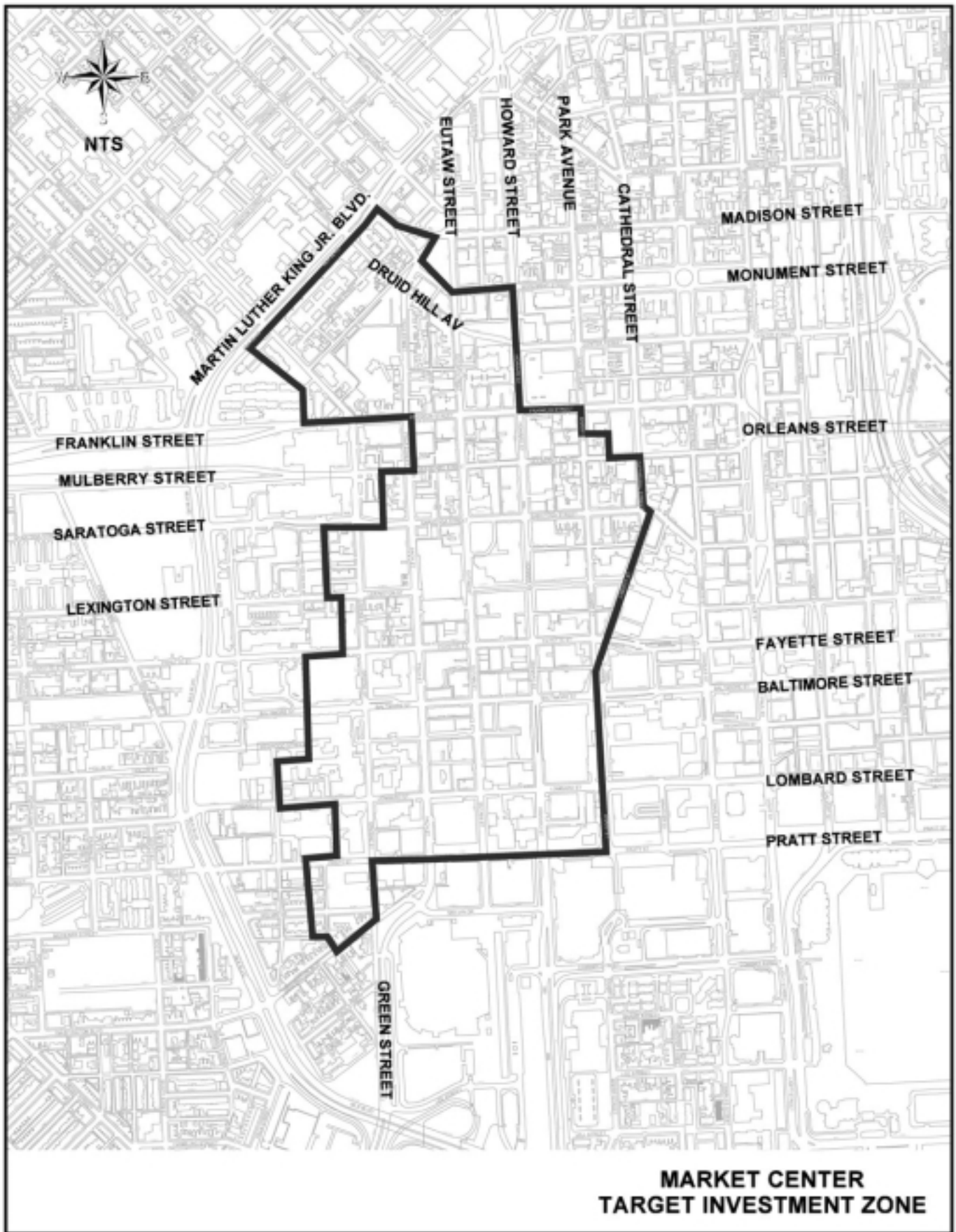


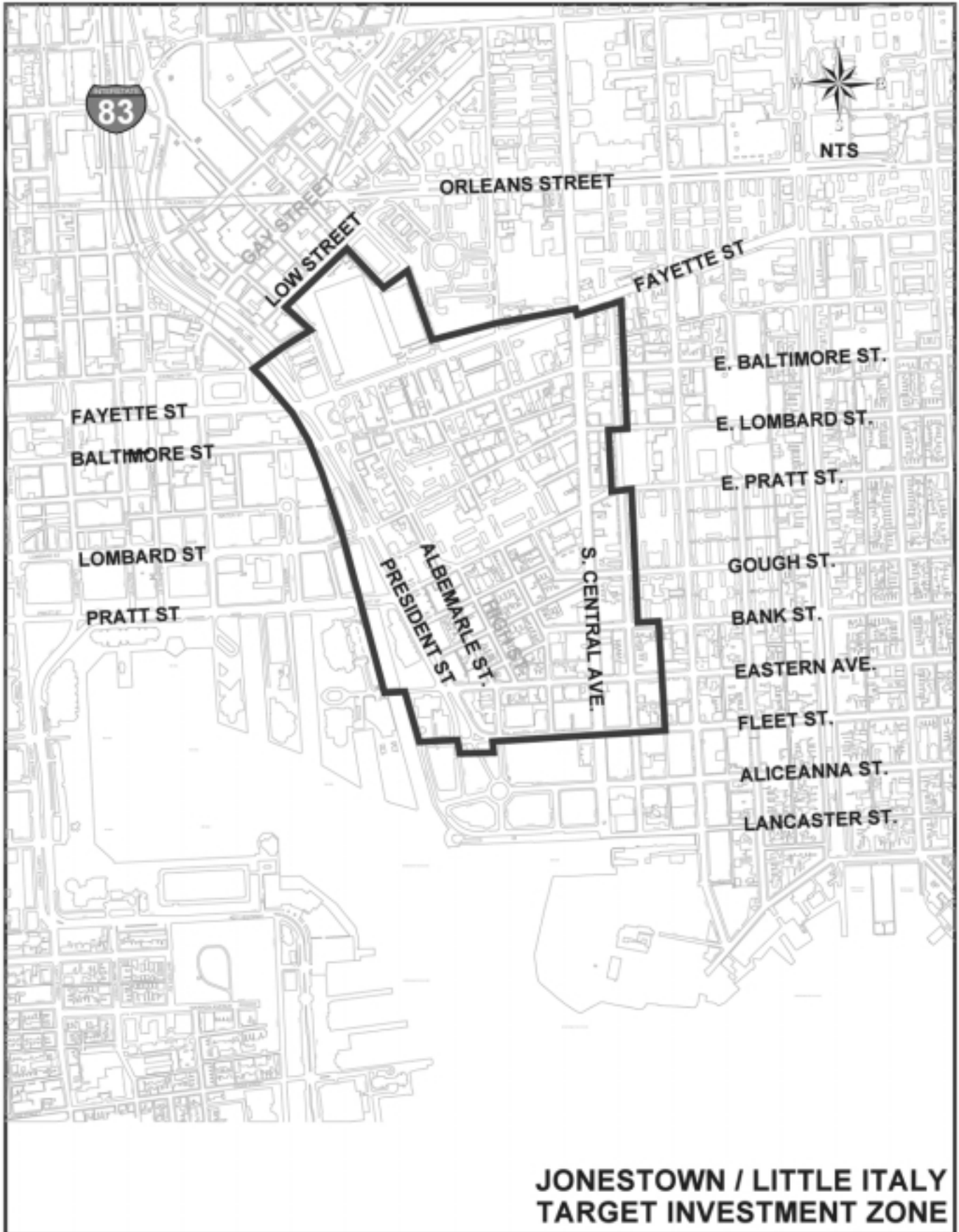


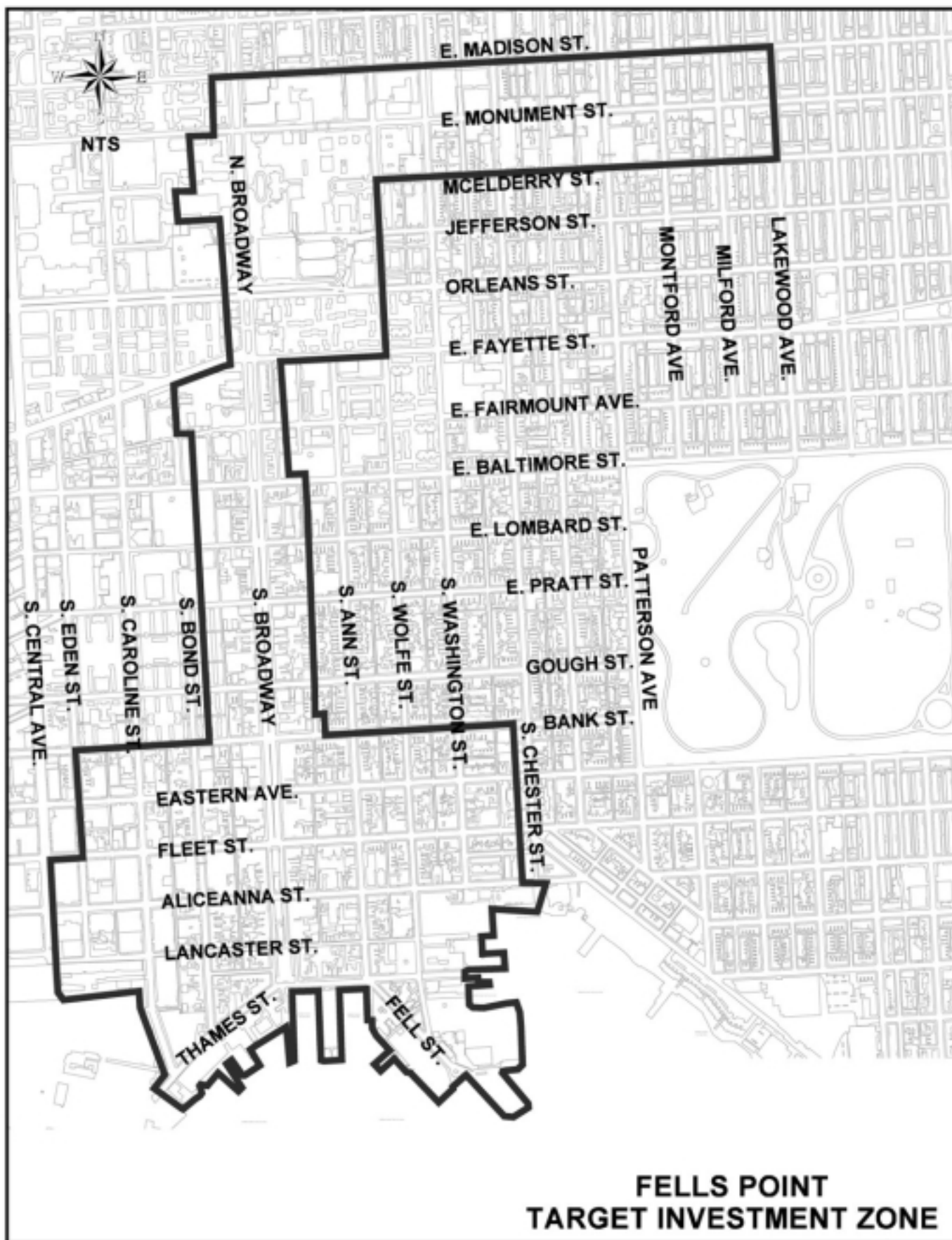
**PENNSYLVANIA AVENUE  
TARGET INVESTMENT ZONE**



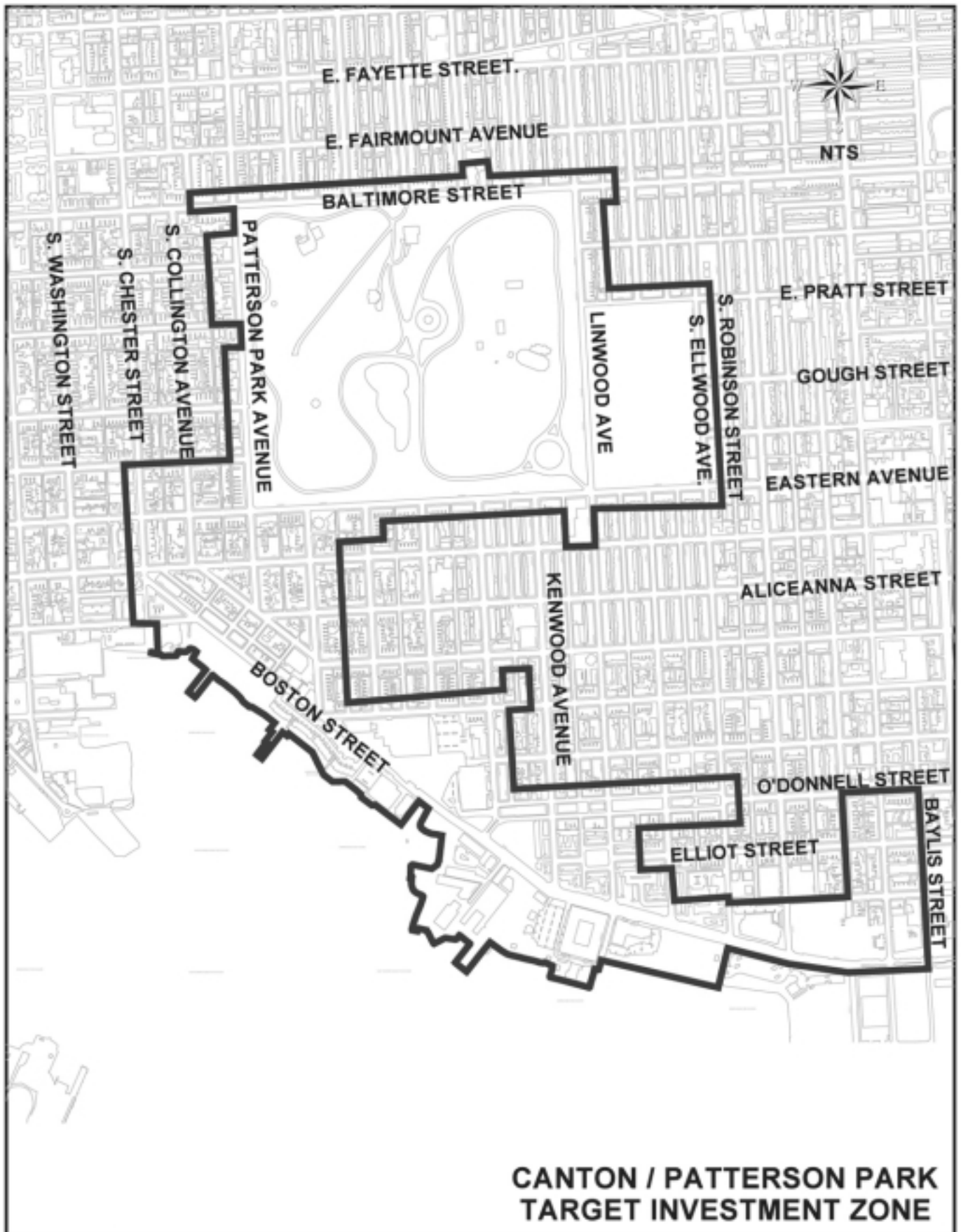


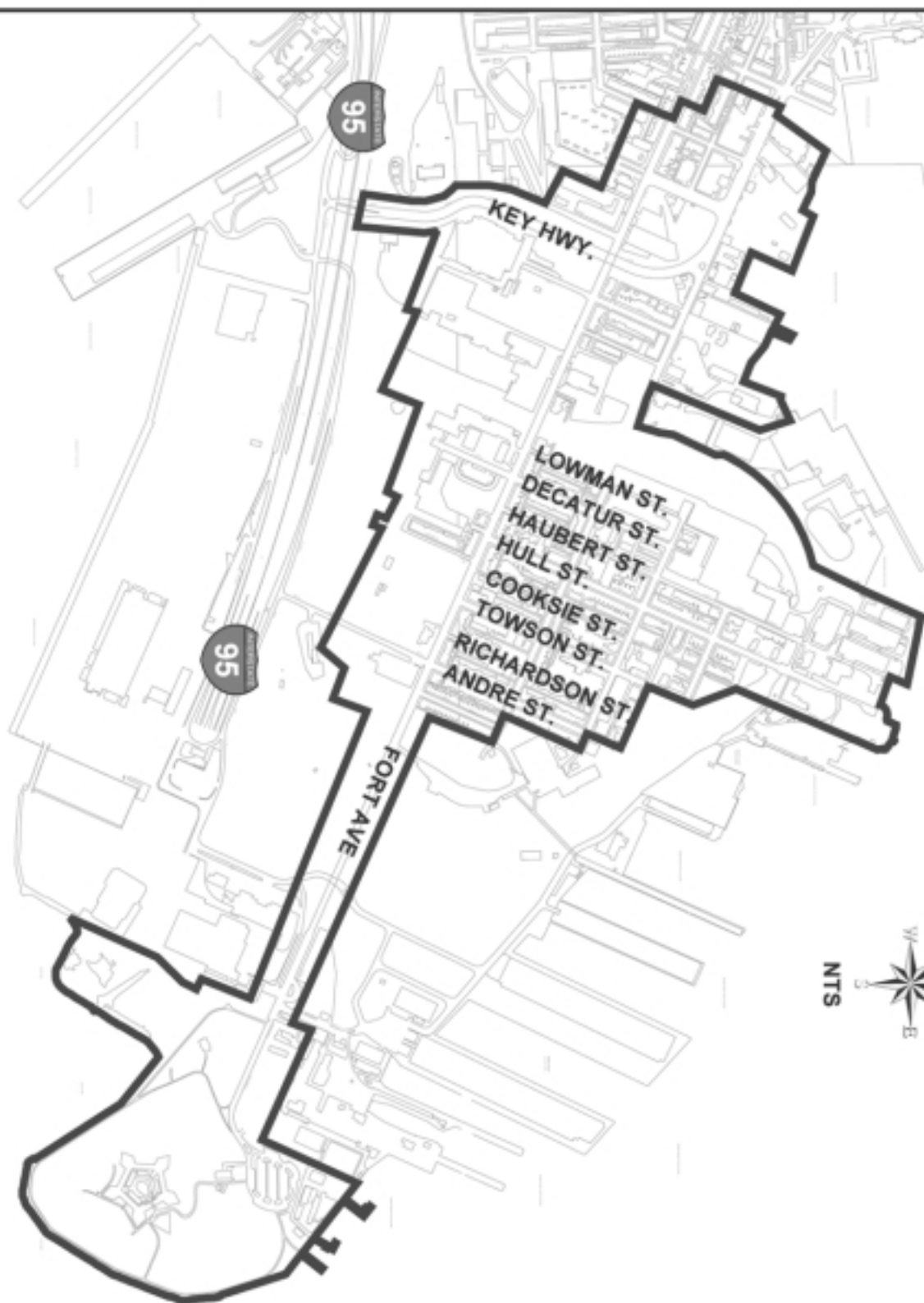






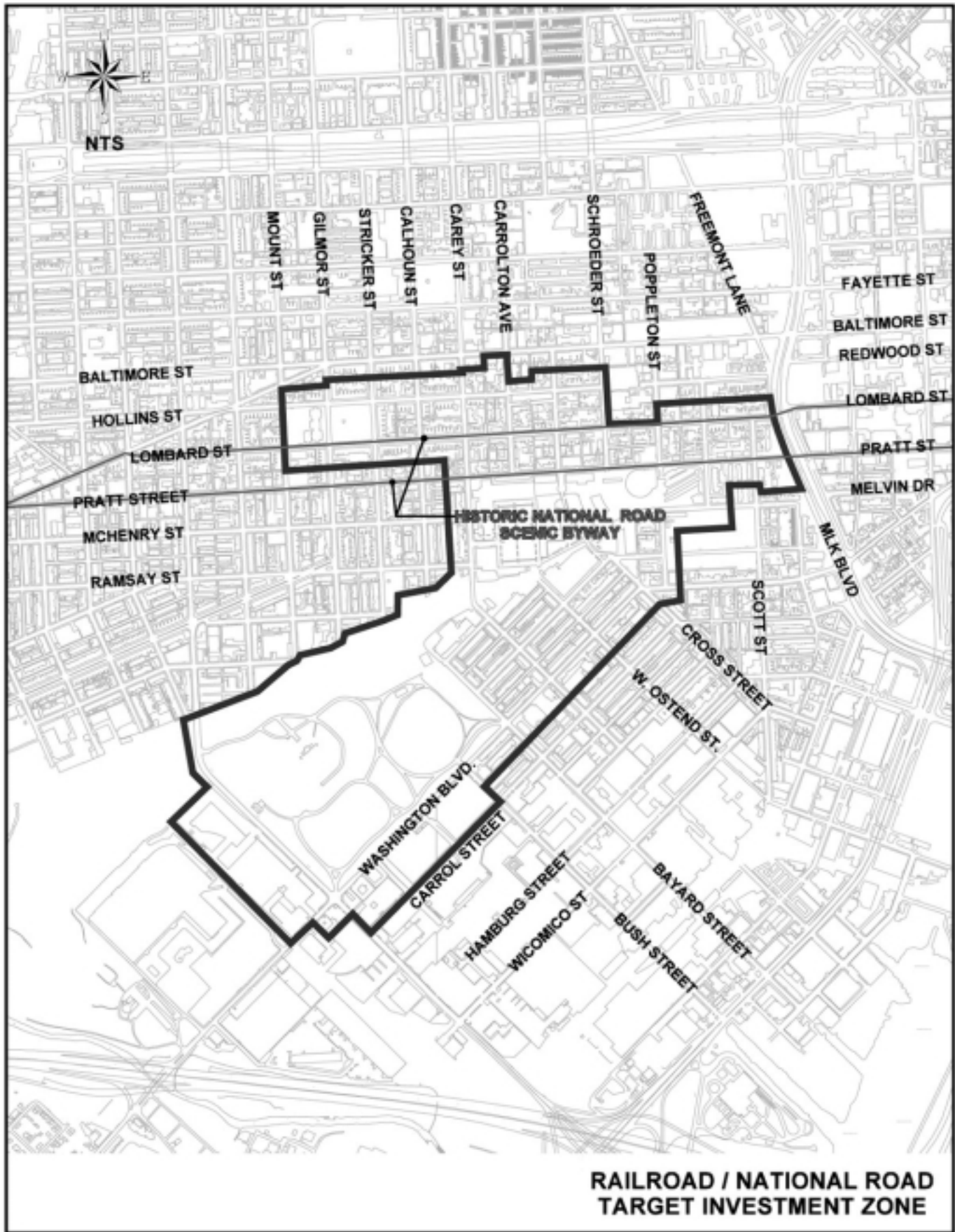
**FELLS POINT  
TARGET INVESTMENT ZONE**



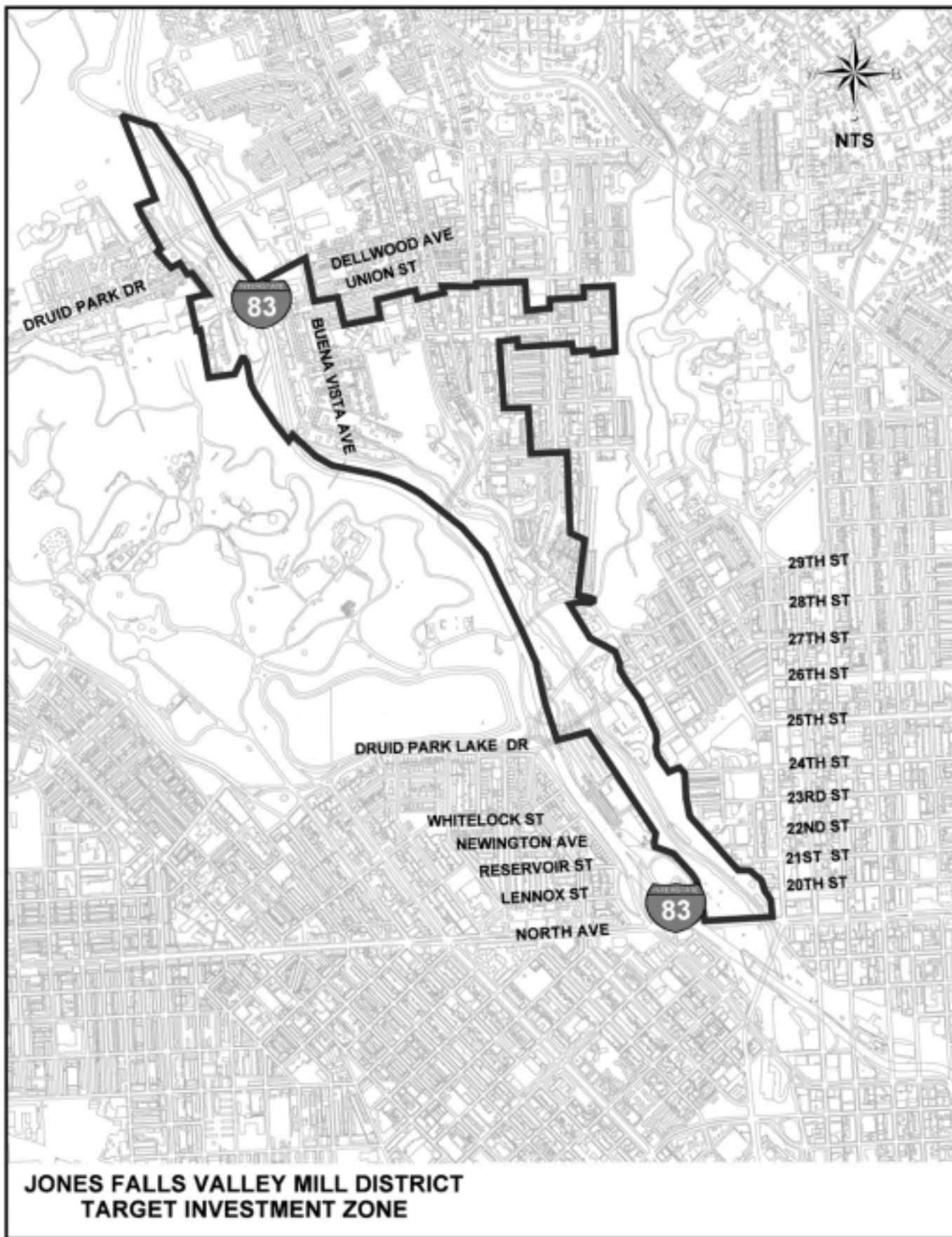


**LOCUST POINT TARGET  
INVESTMENT ZONE**











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## **PERFORMANCE MEASURES**

The BCHA Association staff will be responsible for tracking the performance of the Baltimore City Heritage Area and its effect on tourism and economic activity in Baltimore. The development of a data tracking system will need to be further researched and baseline data collected for the Heritage Area. Measuring the performance of the Target Investment Zones also will be important to understanding the value of designation on the entire Heritage Area. Data should be collected annually through surveys taken by the BCHA Association staff or information gained from state agencies, the City of Baltimore and other organizations. It is essential that this study specifically track length of stay by visitors and tax collected among other factors for the Heritage Area.

Creating a computer database system may be an effective tool in tracking statistics. Use of Maryland Property View will allow the BCHA to collect and track property information, while Microsoft Access or similar database might allow staff to insert census tract and economic data.

Performance data for the BCHA is being collected by CHAP in coordination with the City's Bureau of Information Technology. Construction data for the BCHA and the two priority Target Investment Zones (Mount Vernon/Historic Charles Street and Pennsylvania Avenue) will provide the initial baseline data. Other performance measures include tourism statistics collected by BACVA and individual heritage attractions. Additional data can be found in Appendix F.

## PERFORMANCE MEASURES

The following performance measures relate back to those established in the evaluation of the Target Investment Zones and as defined by the Maryland Heritage Areas Authority, and should be used by the BCHA Association in their effort to track the success of this heritage initiative. They are:

PERFORMANCE MEASURES	DATA SOURCE	COMPILER
<b>Employment &amp; Business</b>		
Jobs Created	DLLR	DHCD
Indirect Jobs Created	DLLR	DHCD
Businesses Created	DLLR	DHCD
Accommodations		
Hotel/Motel Tax	State Comptroller	DHCD
Number of new B& Bs	Survey	BCHA Association
Length of Stay	Survey	BCHA Association
<b>Visitation</b>		
Admission Tax Collected	State Comptroller	DHCD
Number of Museums	Survey	BCHA Association
Museum Visits	Survey	BCHA Association
Number of Attractions	Survey	BCHA Association
Anchor Attraction Visits	Survey	BCHA Association
<b>Restaurants &amp; Retail Sales</b>		
Meals	State Comptroller	DHCD
New Restaurants Created	Survey	BCHA Association
Retail Sales Receipts	State Comptroller	DHCD
New Retail Establishments	Survey	BCHA Association
<b>Construction Activity</b>		
Building Permits Issued	City of Baltimore	BCHA Association
Construction Expenditures	City of Baltimore	BCHA Association
Rehabilitation Projects	DHCD, CHAP	DHCD, CHAP
Rehabilitation Expenditures	DHCD, CHAP	DHCD, CHAP
<b>Interpretative Activity</b>		
New Exhibits	Survey	BCHA Association
Sites Interpreted	Survey	BCHA Association
Number of Heritage Tours	Survey	BCHA Association
Tickets sold for Hrtg Tours	Survey	BCHA Association
<b>Resource Protection</b>		
New historic structures	CHAP	CHAP
Number of Parks Improved	City of Baltimore	BCHA Association
<b>Volunteers</b>		
Number of Volunteers	Survey	BCHA Association, Individual Sites
In-kind Dollar Amount	Survey	BCHA Association, Individual Sites

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## **RETURN ON INVESTMENT**

Throughout the planning process, every effort was made to minimize the request for state capital expenditures and to rely more heavily on partnerships and private investment to implement the vision established in the MAP. Many projects listed in the Capital Improvement Plan are administrative tasks, infrastructure facilities, and capital and non-capital projects that are anticipated to leverage other public funds and private dollars. Implementation of these projects is intended to draw from the 15 million annual visitors to the Inner Harbor and those being marketed to other heritage areas within the state. Providing for improved marketing, interpretation, and visitor services could potentially increase revenue to Baltimore City and the State of Maryland. If one percent of Inner Harbor visitors stay one day longer to visit one or more heritage attractions and spend on average an additional \$50 per person, \$7.5 million could be generated annually to leverage public investment.

The Management Action Plan is requesting approximately \$21,185,000 over five years for the implementation of capital and non-capital projects. This does not include the estimated \$25 million construction and operation costs for a Heritage Trolley/Bus system for the BCHA. The City of Baltimore is providing in-kind services valued at approximately \$125,000 per year in addition to other infrastructure needs to support the Heritage Area. Individual capital projects will result in new construction, sales and other professional and non-professional jobs. A minimum \$21 million financial investment is being committed to by private institutions and independent businesses. These include the following, among others:

## RETURN ON INVESTMENTS

### PROJECT COMMITMENT

### SAMPLE RETURN ON INVESTMENT

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>■ Development of the MVCD<br/>\$50,000 private investment toward design development of a wayfinding system<br/>Approximately \$164,000 in public and private investment for other streetscape, attraction, and property improvements</li> </ul>          | <ul style="list-style-type: none"> <li>■ Construction Jobs –<br/>5 jobs @ \$30,000 per year = \$150,000</li> <li>■ Management/Professional Jobs – 1 job @ \$55,000 per year = \$55,000</li> </ul>   |
| <ul style="list-style-type: none"> <li>■ Revitalization of Lexington Market<br/>\$3.15million private investment toward the upgrading of the Market</li> </ul>  | <ul style="list-style-type: none"> <li>■ Construction Jobs –<br/>20 jobs @ \$30,000 per year = \$600,000</li> <li>■ Management/Professional Jobs – 3 jobs @ \$55,000 per year = \$150,000</li> </ul>  |
| <ul style="list-style-type: none"> <li>■ Marketing and Development of the National Historic Seaport Project<br/>\$1.6million in private funds toward the restoration and development of the Frederick Douglass-Isaac Myers Maritime Park</li> </ul>   | <ul style="list-style-type: none"> <li>■ Construction Jobs – 20 jobs @ \$30,000 per year = \$600,000</li> <li>■ Management/Professional Jobs – 3 jobs @ \$55,000 per year = \$150,000</li> <li>■ Ticket Sales - 200,000 tickets x \$5.00 = \$1m</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>■ Maryland Maritime Center<br/>\$150,000 from the MHS for the museum collection and development<br/>\$1.2million of investment raised by the Maryland Historical Society and the Society for the Preservation of Federal Hill and Fells Point</li> </ul> | <ul style="list-style-type: none"> <li>■ Construction Jobs – 20 jobs @ \$30,000 per year = \$600,000</li> <li>■ Management/Professional Jobs – 3 job @ \$55,000 per year = \$150,000</li> <li>■ Ticket Sales - Increase by 1% over the 1st year = 16,000 tickets x \$5.00 = \$80,000</li> </ul> |
| <ul style="list-style-type: none"> <li>■ H &amp; S Distribution Center<br/>It is anticipated that approximately \$15.5million will be invested for design and construction costs.</li> </ul>  | <ul style="list-style-type: none"> <li>■ Construction Jobs – 50 jobs @ \$30,000 per year = \$1.5 million</li> <li>■ Management/Professional Jobs – 10 job @ \$55,000 per year = \$550,000</li> </ul>  |

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Based on the assumption that each project will create both direct and indirect benefits in jobs, retail sales and staffing for the operation and administration of these facilities, a small sample of income producing benefits as shown above equals almost \$6 million. Approximately 50 percent of the requested \$17.4 million is anticipated to come from public funds, so a positive return on investment could be expected if each project results in similar estimates and return figures. Since some of the \$17.4 million estimated costs of implementation will potentially come also from private funds, the public return on investment could be greater.

### **CAPITAL IMPROVEMENT PLAN**

The following BCHA Capital Improvement Plan is a five-year proposal intended to be updated annually by the BCHA Association. It is an ambitious plan but one that is flexible and recognizes that change will occur. It also acknowledges that while some projects may be ready today, circumstances could arise that ultimately affect their implementation. The CIP is divided into two sections:

- A table that outlines priority projects under each of the MAP goals. Each project description indicates when the project is anticipated to start, an estimate of cost and the party responsible for implementing the action. These are listed for Heritage Area wide projects first and then for individual projects within the Target Investment Zones. Projects are listed roughly by anticipated start date, with the earliest projects appearing first.
- A list of other projects identified in the planning process that could be implemented if the appropriate stakeholders, mechanisms or support were put into play that established them as having a higher priority. All of these projects will sustain and move forward the goals of the Heritage Area.

Several objectives in addressing funding and implementation of the Management Action Plan were considered critical in selecting projects. Recognizing the wealth of ongoing activities and resources was crucial to avoiding duplication of effort and embracing partnership opportunities. Pursuing ways of integrating the BCHA with these activities and resources was viewed as a way to capitalize on

## CAPITAL IMPROVEMENT PLAN

existing public and private initiatives. Partnerships, therefore, were considered as an essential component in meeting and implementing the CIP. The following summarizes the funding request:

### HERITAGE AREA-WIDE PROJECTS

FY 2002	\$1,742,000 in projects \$118,350 in operating expenses
FY 2003 & FY2004	\$3,295,500 in projects \$345,455 in operating expenses
FY 2005 & FY 2006	\$2,615,000 in projects \$553,845 in operating expenses \$25,000,000 for Heritage Trolley/Bus

### TARGET INVESTMENT ZONE PRIORITY PROJECTS

FY 2002	\$5,425,000 in projects
FY 2003 & FY2004	\$4,082,000+ in project
FY 2005 & FY 2006	\$2,450,000+ in projects

## HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING: FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
I.B.1	Heritage Area Staff - Hiring	x x x	\$103,350 year 1 \$151,255 year 2 \$164,200 year 3 \$231,325 year 4 \$289,020 year 5	MDHAA, City of Baltimore, corporations, foundations	City of Baltimore, BCHAA Steering Committee
I.B.2	Operational Expenses - Administrative Supplies Costs, and Computers	x x x	\$15,000 year 1 \$14,000 year 2 \$16,000 year 3 \$16,000 year 4 \$17,500 year 5	MDHAA, City of Baltimore, Corporations, foundations	BCHA Association
I.D.1	Evaluation of Current Heritage Initiatives and Activities for Potential Coordination w/Existing Organizations	x	n/a	n/a	BCHA Association
I.C.1	Baseline Data	x	\$200,000	MDHAA, State of MD	BCHA Association
II.A.1	Marketing Plan	x	n/a	n/a	BCHA Association Staff in partnership w/ BACVA, BOP, MACAC
II.A.3	Web site Establishment	x	\$20,000 to establish website/page \$10,000 for person time = \$30,000	MDHAA	BCHA Association
II.B.1	Wayfinding - Assessment & Coordination, Design & Conceptual	x x x	Phase I \$250,000	MDHAA, TEA-21, General Funds, City of Baltimore	BCHA Association, City of Baltimore, National Historic Seaport, MVCD, Downtown Partnership
II.B.7	Trolley System Feasibility Research	x	\$10,000	MDHAA, Community Legacy Program	BCHA Association
III.D.1 & III.A	City Tax Credit Extension	x	n/a	n/a	BCHA Association (advocacy role)
III.A.1	Interpretative Plan	x x	\$185,000	MDHAA, MHT	BCHA Association
II.A.4	Promotional Publications - Development & Distribution of BCHA Brochure	x x x	\$30,000 - Year I \$150,000 - Year II \$165,000 - Year III \$175,000 - Year IV \$200,000 Year V	co-op and/or membership funds to offset other funding sources such as MDHAA	BCHA Association Staff in partnership w/ BACVA, BOP, MACAC and individual sites

## HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.C.2 & II.A	Creation of Joint Marketing Opportunities/Partnerships	x x x	n/a	n/a	BCHA Association Staff
III.A.2 & II.A	Thematic Tour Development	x x x	\$500,000	MHT, MDAA, TEA-21, Corporate Foundations	BCHA Association and partners
III.B.2	Technical Assistance for Preservation	x x x	n/a	n/a	BCHA Association
V.A.2	Community Safety Network Training	x	\$30,000	MDHAA, City of Baltimore, Community Legacy Program	City of Baltimore in partnership with Community Development Organizations
I.A.1	Capital Improvement Program	x x x	n/a	n/a	BCHA Association
III.A.3 & IV.C	African-American Heritage Tourism Development & Implementation	x x x	\$500,000	MDHAA, City of Baltimore, Private	BCHA Association in partnership with museums, neighborhood groups and businesses, Baltimore African-American Tourism Council
II.A.2	Market Studies: Baseline Data Collection and Analysis	x x x	\$25,000 to combine a heritage area market study with BACVA market study efforts that occurs once or twice a year.	MDHAA, Corporate Sponsors, City of Baltimore	BCHA Association (Consultant) in partnership w/BACVA
II.C.1, II.B., III.A., IV.C.	BCHA Gateway & Exhibit Center within Baltimore's proposed Visitor Center.	x	\$1,000,000	MDHAA, City of Baltimore State of MD	BCHA Association in partnership with BACVA, MACAC, MDOTD and other partners
III.D.2	Inventory of Potential Certified Structures	x x x	\$250,000	MDHAA, MHT, CHAP	BCHA Association, CHAP
II.B.10	BCHA Trolley System Development Phase I - Design	x	\$250,000	MTA, TEA-21, MDHAA, Community Legacy Program	BCHA Association in partnership with City and other individuals or organizations
II.B.9	Transportation Linkages Study	x	\$50,000	TEA-21, MDHAA, CIP	BCHA Association
II.A.5	Annual Heritage Area Event	x x x	\$300,000 (\$75,000 per year)	MDHAA, Corporate Sponsors, City of Baltimore	BCHA Association in partnership w/BOP



## HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.A.3	Website Maintenance	x x x	\$20,000 (\$5,000 upgrade and person time each year for 4 years)	MDHAA	BCHA Association (Staff function with technical help)
II.B.2	Wayfinding - Programming, Installation, Maintenance	x x x	\$2,000,000	MDHAA, TEA-21, General Funds, City of Baltimore, State of MD	BCHA Association City of Baltimore Partners
II.A.7	Calendar of Events	x x x	\$200,000 (\$50,000 yr)	MDHAA, foundations, corporations	BACVA, BOP, BCHA Association, and other organizations
III.C.1 & IV.C	Cultural Link- Partnership between BCHA and Cultural Organizations including Cultural Alliance.	x x x	n/a	n/a	BCHA Association (advocacy role)
IV.B.1	Docent, Guide and Hospitality Training	x x x	\$60,000 (\$15,000 per year)	MDHAA, MDDOT, foundations	BCHA Association and BACVA in partnership with the Academy of Travel, Tourism and Hospitality
I.C.2	Performance Measures and Tracking	x x x	n/a	n/a	BCHA Association in partnership with BACVA, the Academy of Travel, Tourism and Hospitality, City of Baltimore and State of Maryland
V.A.1	Heritage Area Ambassadors	x x x	\$1,550,000 (\$350,000 remaining years, includes salaries)	MDHAA, Community Legacy Program, foundations, City of Baltimore, General Funds	BCHA Association City of Baltimore Partners
II.B.5	President Street Pedestrian Bridge	x x x	TBD	TEA-21, State of MD, Baltimore City, MTA	BCHA Association, MTA
II.B.8	Heritage Trolley Development Phase II - Construction	x x x	TBD >\$25,000,000	TEA-21, MDHAA, State of MD, Baltimore City, MTA, Community Legacy Program, Private Investment	BCHA Association, MTA, DPB, Dity of Baltimore - DPW
II.B.9	Heritage Bus Loop Development	x x x	TBD	TEA-21, MDHAA, State of MD, Baltimore City, MTA	BCHA Association, MTA

## HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.A.6	Toll-free Information Number - Establishment	x	Option I: \$75,000 (outsourced) Option II:\$50,000 training for existing BACVA operators	MDHAA	BCHA Association in partnership w/ BACVA and BOP
II.B.8	Pedestrian Access Study	x	\$50,000	TEA-21, MDHAA, MDSHA, Program Open Space	BCHA Association (consultants)
III.B.1	Citywide Preservation Plan	x	n/a	City of Baltimore	BCHA Association Staff (advocacy role), CHAP and the City of Baltimore
III.B.6	Great Blacks in Wax Museum Expansion - exhibits	x	\$50,000	MDHAA	Great Blacks in Wax Museum, Inc.
III.C.2	Heritage Curriculum Development	x	n/a	MDHAA, general funds, foundations, financial institutions	Management Entity Staff in partnership with CHAP, City of Baltimore, Board of Education, and partners
IV.B.2	Professional Training Program Development	x	n/a	n/a	BCHA Association (advocacy role) in partnership w/ City of Baltimore and Board of Education
III.D.3, III.A	Heritage Area Site Plaques Docent, Guide and Hospitality Training	x	\$30,000 (\$15,000 per year)	MDHAA, MHT, Preservation MD, National Trust for Historic Preservation, foundations	CHAP in partnership with BCHA Association

TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.A.3	Mount Vernon Historic Charles Street TIZ: Charles Street Exterior Façade Improvements	x x x	\$100,000 (\$25,000 per year)	MDHAA, Community Legacy Program, financial institutions	Historic Charles Street Renaissance Corporation, Baltimore Development Corporation
III.B.3 III.A IV.C	Mount Vernon Historic Charles Street TIZ: Signage and Wayfinding - Design and Construction	x x x	\$330,000 Phase I Fabrication & Construction for 28 signs (funded) \$500,000 Phase II for remaining TIZ Planning, Design & Construction	TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP; MDHAA	Mt. Vernon Historic Cultural District and Charles Street Renaissance Corporation
III.B.4	Mount Vernon/Historic Charles Street TIZ: Building acquisition and expansion for the Eubie Blake National Jazz Institute and Cultural Center	x	\$100,000 for acquisition	MDHAA, City of Baltimore, Community Legacy Program	Eubie Blake National Jazz Institute and Cultural Center
III.B.5	Mount Vernon/Historic Charles Street TIZ: Interpretative Exhibits at the Eubie Blake National Jazz Institute and Cultural Center	x x	\$300,000	MDHAA, MHT	Eubie Blake National Jazz Institute and Cultural Center
V.A.3 III.C. IV.A.	Pennsylvania Avenue TIZ: Community Participation - Pennsylvania Avenue Commercial Area Vision and Design Strategy	x	\$125,000	MDHAA, State & National Main St. Programs	BCHA Association, PA Avenue Task Force, State Main Street Program
IV.C.1 III.B V.A. V.B.	Market Center TIZ: Revitalization - Lexington Market Façade Improvements	x	n/a	State of MD Historic Tax Credit	Baltimore Development Corporation
III.B.8	Fells Point TIZ: Frederick Douglass-Isaac Myers Maritime Museum	x	\$200,000	MDHAA, National Trust for Historic Preservation, MHT, foundations	LCF
IV.C.3 II.A II.B	Jonestown/Little Italy TIZ: Carroll Mansion Redevelopment	x x	\$200,000	MDHAA, National Trust for Historic Preservation, NEA, MHT, foundations	1840's Corporation
IV.C.1 III.B V.A. V.B.	Jonestown/Little Italy TIZ: Certified Heritage Structure and Tax Credits – H&S Distribution Center	x x	n/a	State of MD Historic Tax Credit	Private Sector

## TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.A.1 III.A III.B III.C	Fells Point, Canton/Patterson Park, Jonestown/Little Italy and Locust Points TIZs: Development, Interpretation, Preservation – National Historic Seaport Project	X X X	\$1,000,000 (\$200,000 per year)	MDHAA	Living Classrooms Foundation
III.B.7	Jonestown/Little Italy TIZ: Phoenix, Merchant's Shot Tower	X X X	\$1,550,000	MDHAA, foundations, NEA, MHT	1840's Corporation
III.A.4	Fells Point TIZ: Maryland Maritime Center	X X	\$300,000	MDHAA	Society for the Preservation of Federal Hill & Fells Point, Maryland Historical Society
III.A.5	Jonestown/Little Italy TIZ: Star- Spangled Banner House & 1812 Museum	X X	\$4,000,000	Hofmeister Trust, MDHAA, foundations, State of MD	Star-Spangled Banner Flag House Association
III.A.6	Mount Vernon /Historic Charles Street TIZ: Touring Historic Upton, Madison Park and Marble Hill	X	\$45,000	MDHAA, MHT, Preservation MD, National Trust for Historic Preservation	BCHA Association in partnership with neighborhood organizations
III.B.10	Market Center TIZ: Bromo-Seltzer Tower Building Preservation Measures	X	\$100,000	MDHAA	BCHA Association in partnership w/ private and public sector
II.C.2 III.A IV.C	Mount Vernon /Historic Charles Street TIZ: Washington Monument Satellite Information Center	X	\$25,000 to construct and supply concierge desk	MDHAA	BCHA Association in partnership with MVCD
II.C.3 III.A & IV.C	Fells Point TIZ: Fells Point Satellite Information Center	X	\$25,000 to construct and supply concierge desk	MDHAA	BCHA Association in partnership with Society for the Preservation of Federal Hill and Fells Point
III.B.3	National Road/Railroad TIZ: Restoration and Reuse of the H.L. Mencken House	X X	TBD	MDHAA	Baltimore Writers' Alliance
III.B.7	Pennsylvania Avenue TIZ: Restoration of the Arch Social Club	X	\$1,500,000	MDHAA, foundations	PARC
V.B.2	Mount Vernon/Historic Charles Street TIZ: Expansion of the Benefit District to include Upton, Madison Park and Marble Hill	X	n/a	n/a	City of Baltimore in partnership with neighborhood organizations
IV.A.2	Revitalization Incentives - Low Interest Loan Pools for TIZs	X	\$50,000 +	Financial institutions, Community Legacy Program	Baltimore City, private sector

TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002FY 2003-04FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.C.4 III.C.II.B	Railroad/National Road TIZ Patricia Grace Thomas Inn Welcome & Interpretative Center for the National Road Scenic Byway	X	TBD	MHT, MDHAA, State bonds, TEA-21, Private Foundations	Sankofa CDC
V.B.4	Monument Street Main Street Improvements	X	TBD	TEA-21, Community Legacy Program	Monument Main Street Manager, City of Baltimore

## ADDITIONAL AREA-WIDE RECOMMENDATIONS

The following recommendations were developed during the planning process and are listed here so that they can be considered by the BCHA Association during annual updates to the Capital Improvement Plan. A project, program or action listed below may become ready for implementation and could then be placed in the Capital Improvement Plan

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.A	Smart Card Research: Determine feasibility of developing a Smart Card or similar program for the BCHA, drawing from the National Seaport Project. Examine universal applications to other items including transportation. Develop a system that does not preclude future integration with other systems such as MTA. Possible Funding Sources: TEA-21, MDSHA, MTA, MDHAA.	Public/Private Partnership Initiative including, MTA, BCHA Association, City of Baltimore, LCF
II.A	Smart Card Implementation: Implement smart card program based upon earlier findings, if favorable. Possible Funding Sources: Bonds, City of Baltimore General Obligation Funds and CIP, TEA-21, MSHA, MTA	Public/Private Partnership Initiative including MTA, BCHA Association, City of Baltimore, LCF
II.A	Publications - Distribution: Identify and distribute heritage materials to locations throughout the BCHA and in conjunction with other visitor centers and sites, including information about public transit, parking, and trails. Identify and work with organizations that will permit the inclusion of BCHA promotional copy as part of their literature. Secure arrangements for distribution of materials from BACVA, BOP, MDOTD, and others.	BCHA Association Staff in partnership w/BACVA, BOP and individual sites
II.A IV.B	Ongoing Development and Marketing: Continue the development and publication of promotional materials that focuses on advertising to target audiences and the travel industry. Produce magazine, television and radio ad campaigns. Estimated Cost: Year 2 - \$335,000 - \$800,000 Year 3 - \$585,000 - \$850,000 Year 4 - \$940,000- \$1,138,000 Year 5 - \$1,190,000 - \$1,339,000 Possible Funding Sources: advertising revenues; State of MD; BACVA; BOP.	BCHA Association Staff in partnership w/BACVA, BOP
II.A	Satellite Information Centers: Investigate locations for and determine a priority list for implementation including those sites listed in this MAP CIP. Design and construct satellite information centers within each of the TIZs. Possible Funding Source: MDHAA, TEA-21, MDOTD.	BCHA Association and Partners
II.A	Press Kits: Develop and distribute marketing kits for travel industry representatives, the press, and other contacts. The kits should contain recent press releases or press coverage on the BCHA, promotional brochures, site brochures, maps and photographs, sample tours, and multi-media information sources such as a CD-Rom or a video.	BCHA Association Staff in partnership w/BOP, BACVA and partners
II.A	Heritage Video: Produce a short (10-15 minutes) video highlighting the heritage area's diverse resources, attractions, dining and lodging facilities. The video may be incorporated into marketing kits or shown at the visitor's center as an introduction to the area. Possible Funding Sources: MDHAA, MHT, Foundations, NEA.	BCHA Association

## ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.A	Customized Tours: Coordinate with locally owned bus or van services or new trolleys to develop customized tours.	BCHA Association
II.A	Heritage Tour Packages: Develop proposed cultural and heritage tour packages to pitch to regional and national tour operators already coming to Baltimore or passing through to Washington. Explore a joint heritage and cultural tour for both Baltimore and Washington.	BCHA Association
II.A III.A	Driving or Trolley Tour Development: Coordinate with City Scenic Byway efforts to develop driving tours with maps, literature, discount admission and optional audio tapes. Possible Funding Sources: TEA-21, MDHAA, Foundations, Corporate Sponsors.	BCHA Association
II.A III.A	Walking Tour Development: Develop walking and cycling tours, guided and non-guided, along with literature, maps, and optional audio tapes. Possible Funding Sources: TEA-21, MDHAA, MHT, Foundations, Corporate Sponsors.	BCHA Association and Partners
II.A	Incentives: Utilize BACVA's reservation system to create an incentive offer to heritage and cultural visitors for a discounted hotel rate and other possible savings.	BCHA Association Staff in partnership w/BACVA
II.A IV.C	Events: Work to incorporate the BCHA with other city events. Develop partnerships with organizations to create joint promotional opportunities.	BCHA Association Staff in partnership w/BOP
II.B	Parking Study and Heritage Area Parking Plan: Undertake a parking study to determine existing and potential parking facilities that will be part of a larger transportation system that might include satellite lots and bus/trolley system to bring people into BCHA. Estimated Cost: \$75,000. Possible Funding Sources include MTA, TEA-21, City of Baltimore, Bonds, MHAA.	BCHA Association Staff in partnership with City of Baltimore and other individuals or organizations
II.B	Bicycle and Pedestrian Facilities: Support completion of the Gwynns Falls Greenway and link it to the Inner Harbor promenade and Patapsco River Greenway. Support implementation of the Jones Falls Greenway and long-term greenway plan for Herring Run. Support the Bicycle Advisory Committee and the development of a citywide bicycle route master plan. Place bicycle storage at appropriate locations.	BCHA Association Staff (advocacy role)
II.B	Public Transit: Encourage MTA to implement ACCESS 2000 recommendations for improved pedestrian and bicycle access to rail stations in the Heritage Area. Investigate user-friendly and flexible fare media working cooperatively with MTA. Using market research data, investigate revisions in MTA bus routes and schedules to serve Heritage Area resources.	BCHA Association (advocacy role)
II.B	Smart Parking Initiative: Develop a parking pass in coordination with the City Parking Authority that would be available for purchase and could be used at garages and lots throughout the BCHA. Possible income generation.	BCHA Association in partnership with the City of Baltimore

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.A	Heritage Site Development: Develop process for assisting individual sites prepare for visitation by the heritage traveler and assure quality and accuracy in interpretation and authenticity.	BCHA Association Staff
III.B	Preservation: Encourage local and national historic site designations for properties within the Heritage Area.	BCHA Association (advocacy role)
III.B	Redevelopment: Identify development and redevelopment potential for key historic structures within the TIZ's.	BCHA Association in partnership w/ private and public individuals and organizations
III.B	Monument Conservation: Advocate for or implement outdoor monument conservation based on recommendations outlined by CHAP.	BCHA Association Staff in partnership with CHAP and other individual sites or organizations
III.B	Stewardship Organization: Create Historical Advisory Committee to promote and protect heritage resources.	BCHA Association Staff (advocacy role), CHAP
IV.A IV.B	Tourism Industry Fair: Develop and hold an annual Heritage Area Fair that is geared to the tourism industry and promotes the Heritage Area resources and facilities available.	BOP
V.A V.B	Aesthetics and Safety: Work with city agencies, community groups, and private institutions to improve safety and appearance throughout the Heritage Area.	BCHA Association (advocacy role)
V.A V.B	Heritage Area Clean Streets Initiative: Implement a program to keep heritage area streets and sidewalks free of litter and debris. This could be accomplished through the installation of waste bins, educational campaigns, merchant participation and a hired labor force.	City of Baltimore Public Works Department
V.A V.B	Parks: Coordinate with public and private agencies to improve parks and resources within the Heritage Area in particular Druid Hill, Patterson and Carroll Parks.	BCHA Association (advocacy role)
V.B	Special Benefits Districts: Encourage integration of the Heritage Area within special benefits districts and identify where special benefit districts might help meet BCHA goals within the TIZ's.	BCHA Association (advocacy role)
V.B	Design Standards: Work with the City's Design Review Process for projects within the BCHA and encourage enhancements that improve the appearance of the BCHA.	BCHA Association, City of Baltimore
V.B	Land Use Planning: Participate in rezoning efforts within the BCHA and encourage the City to incorporate the goals of the BCHA MAP in their decision-making.	BCHA Association, City of Baltimore
II.B	Interpretation: Install historic markers identifying significant sites throughout the TIZs.	BCHA Association and Partners



## ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.B	Parking: Support implementation of parking recommendations contained in the Central Business District and Mt. Vernon Cultural District Plans. Estimated Cost: \$33million. Possible Funding Sources: City of Baltimore, MDHAA.	BCHA Association, MVCD
V.B	Renovation: Support the renovation of Center Plaza. Estimated Cost: \$500,000 short term/ \$5 million long term, \$300,000 from MTA (2001). Possible Funding Sources: private sector, Baltimore general funds, CIP, Program Open Space, TEA-21.	Private/Public Partnership
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning, and implementation efforts associated with the Charles Street Scenic Byway.	BCHA Association, MVCD, Charles Street Renaissance Corp. (advocacy role)
II.B	Circulation: Explore converting Historic Charles Street to two-way traffic.	BCHA Association, MVCD, Charles Street Renaissance Corp, other Partners
III.A	Interpretation: Pennsylvania Avenue Historic Markers Project - install historic markers describing the historical significance of sites along the Pennsylvania Avenue corridor. Possible Funding Sources: MDHAA, MHT, Preservation MD.	BCHA Association, PARC
III.A	Royal Theater site: Phase 1 - install a monument marking the site of the former Royal Theater. Phase II - develop a program for the reuse of the former Royal Theater site. Estimated Cost: Phase I - \$300,000 (\$240,000 raised to date). Possible Funding Source: MDHAA, foundations, general funds.	BCHA Association, PARC, private sector
V.A	Enhancements: Implement streetscaping along Broadway from Johns Hopkins Hospital to the waterfront. Possible Funding Source: TEA-21.	Johns Hopkins Hospital
III.B	Renovation: Explore reuse of the Broadway Terminal, possibly as a recreation center, filming site, or heritage attraction.	BCHA Association. The Society for the Preservation of Federal Hill and Fells Point
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway. Possible Funding Sources: TEA-21 Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and Partners
II.B	Promotion: Support the efforts of partners to implement the Museum Walk Inner Harbor East and work to integrate the project within the BCHA efforts.	BCHA Association and Partners
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway.	BCHA Association and Partners

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.A	Patterson Park Interpretation: Patterson Park - The interpretative elements of the Patterson Park Master Plan include program design, signs, and a brochure/map. Estimated Cost: \$27,000. Possible Funding Sources: MDHAA, City CIP, Program Open Space, MHT.	Baltimore Dept. of Recreation and Parks
V.B	Patterson Park Landscape Improvements: Park-wide improvements include circulation and infrastructure, furnishings such as benches and lighting, and landscape improvements. Estimated Cost: \$1,159,000. Possible Funding Sources: City of Baltimore CIP, General Obligation, Land & Water Conservation Fund, TEA-21, Program Open Space.	Baltimore Dept. of Recreation and Parks
II.B IV.A	Patterson Park Restoration: Restoration of the 19th-century historic park landscape. The Boat Lake is currently programmed in the CIP. Estimated Cost: Lombard Gate/White House/Pagoda: \$876,000 - Maintenance Complex and Garden: \$311,000 - Mall and Conservatory: \$591,000 - Casino and Recreation Center: \$449,000. Possible Funding Sources: City of Baltimore CIP, General Obligation, Land and Water Conservation Fund, MDHAA.	Baltimore Dept. of Recreation and Parks
III.A IV.A	Museum of Industry: Support the expansion of the Baltimore Museum of Industry and construction of the pier that will house the John W. Brown Liberty Ship. Estimated Cost: \$8.5 million.	BCHA Association and Partners
III.A IV.B	Immigration Museum: Support the development of the Immigration Museum to convey the significance of the city as the second largest port of entry for immigrants in the 19th century. Possible Funding Sources: MDHAA, General Obligation, Foundations.	BCHA Association and Partners
II.E III.A	Star-Spangled Banner Trail: Encourage the development of the Star-Spangled Banner Trail and develop interpretative material around this theme with respect to Fort McHenry and the Star-Spangled Banner Flag House Museum. Possible Funding Sources: MDOTD, MDHAA, foundations.	BCHA Association and partners including the MD State office of Tourism
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and partners
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Road Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and Partners
III.B III.C V.A V.B	Preservation: Vacant Storefront Revitalization Phase I - fill vacant storefronts with displays created through partnerships with the Maryland Art Place, Maryland Institute of Art Visioning Art Museum, local grade schools, or through competitions. Phase II - hire a retail leasing staff person to lease the vacant spaces.	BCHA Association with partners

## ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.B IV.A	Hippodrome Theater: Support the renovation of the Hippodrome Theater into a state-of-art performing arts complex. Estimated Cost: \$50,000,000/\$1,500,000 million State funding to date. Possible Funding Source: \$2,000,000 to be funded by city the in 2003 and 2004.	BCHA Association, the City of Baltimore and partners
III.A IV.A	Trail: Build a trail connection between Carroll Park and the Gwynns Falls Greenway Trail. Possible Funding Sources: TEA-21, Program Open Space, City CIP.	BCHA Association and Baltimore Dept. of Recreation and Parks
III.B	Mount Clare Plantation: Restore the historic gardens and promenade; undertake lawn renewal and tree planting; construct entry improvements. Possible Funding Sources: Foundations, City CIP, Program Open Space	CHAP, Baltimore Dept. of Recreation and Parks, Carroll Park Foundation, National Society of Colonial Dames.
II.B III.C	Satellite Information Center: Establish a satellite information center with parking and interpretative materials at Mount Clare Plantation. Possible Funding Source: MDHAA.	BCHA Association and CHAP, Baltimore Dept. of Recreation and Parks, Baltimore Planning, Carroll Park Foundation
II.B	Promotion/Interpretation: Integrate BCHA with the promotional, planning and implementation efforts associated with the National Road Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	BCHA Association, City of Baltimore, MDSHA, MDOTD
IV.A IV.C V.A V.B	National Road - Revitalization: Focus revitalization on reviving the commercial areas at Hollins Market and Union Square. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B V.A V.B	National Road - Enhancements: Implement street tree planting along Baltimore and Lombard Streets and Frederick Avenue, per the National Road Scenic Byway CMP. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds.	City of Baltimore, MDSHA, MDOTD
II.B III.A III.C	National Road - Interpretation: Coordinate wayfinding efforts and interpretive materials for sites along the old National Road (brochures, signs, etc.) with those of the National Road Scenic Byway and the BCHA. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds.	BCHA Association, City of Baltimore, MDSHA, MDOTD
III.A IV.B III.C	National Road - Interpretation: Develop information and living history demonstrations relating to the National Road in Baltimore for school groups. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.B III.A III.B III.C	National Road - Interpretation: Develop tours of the National Road associated historic sites in coordination with BCHA interpretative themes. Possible Funding Source: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.A II.B III.A	National Road - Interpretation: Develop interpretative facilities for communicating the story of the National Road in Baltimore within the BCHA interpretative plans and Gateway & Exhibit Center. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B III.A	National Road - Circulation: Explore the potential for converting Baltimore Street to a two-way street, so that the original route of the National Road can be followed west. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the Falls Road Scenic Byway. Possible Funding Source: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	BCHA Association, City of Baltimore, MDSHA
III.A III.C	Interpretation: Develop interpretive materials relating to industrial history and associated community development (mill neighborhoods). Possible Funding Sources: MDHAA, MHT, Foundations.	BCHA Association and Partners
II.B	Accessibility and Linkages: Construct parking lot(s) along the Jones Falls Valley Greenway, possibly using existing parking inlets. Possible Funding Source: City CIP.	City of Baltimore
II.B	Accessibility and Linkages: Install bicycle racks and pedestrian amenities in Hampden. Possible Funding Sources: City CIP, TEA-21.	City of Baltimore
II.B	Accessibility and Linkages: Relocate the Cold Spring Lane light rail station. Possible Funding Sources: City General Obligation & CIP, TEA-21, MTA.	City of Baltimore, MTA
II.B	Recreational Link: Support the proposed Jones Falls Valley Greenway, including links into adjacent areas such as Hampden and Druid Hill Park	BCHA Association and Partners

